

college **AND UNIVERSITY** **business**

JUNE 1958

The President as Fund Raiser

Fire Drills and Evacuation Procedures

Forgotten Colleges Are Now Remembered

A College Enters the Motion Picture Business

Program of Food Service Institute



MERCHANT OF VENICE MOVIE SET, BOB JONES UNIVERSITY (page 31)


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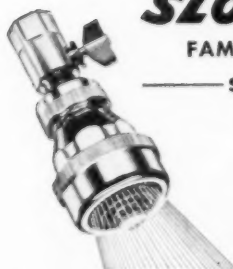
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of studio-living room, kitchenette, bath and shower. Larger units include bedroom. All areas throughout the building will be comfortized by a combined heating and cooling system. The building is sheathed in stainless steel and glass, and nearly three-fourths of the units will have private balconies. As are thousands of other great buildings, this remarkable hotel structure is completely equipped with SLOAN Flush VALVES.



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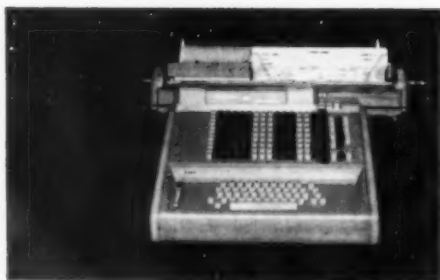
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JUNE 1958

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AMONG THE AUTHORS: K. Duane Hurley, president of Salem College since 1951, calls attention to the significant service small colleges can render in meeting the demands for higher education in these days of overflow enrollments. Dr. Hurley was instrumental in founding the Council for the Advancement of Small Colleges, an organization dedicated to aiding nonaccredited institutions in obtaining accreditation and to strengthening their academic program through self-government. . . . Eugene E. Cohen, vice president and treasurer of the University of Miami, urges the business office to prepare systematic, concise reports to the board. He was in general accounting work in the Miami area for a two-year period, preceding which he had been assistant auditor of an accounting firm. During World War II, Mr. Cohen had various accounting responsibilities with the army air force and developed more than 50 accounting directives for use by contractor and service personnel in regard to army air force contracts. He has been a member of the administrative staff of the University of Miami for 12 years.

QUESTIONS AND ANSWERS

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Building Plans

Question: In planning new buildings, where does the superintendent of buildings and grounds fit into the picture?—F.L., Iowa.

ANSWER NO. 1: The superintendent of buildings and grounds should be an integral part of the group involved in the planning of new buildings. He should have full opportunity to present his views, from the maintenance and operation angle, to the architects and engineers, as well as to the building committee, in all stages of the design. His knowledge of local and campus conditions can be used to advantage in avoiding costly errors in construction; particularly is this true when the architects' main offices are located at a distance from the campus.

Since in all probability he will be called upon to operate and maintain the structure upon its completion, it is essential that he be thoroughly informed on all discussions concerning the building from the original conception through to completion. Often, he is the day-to-day point of contact between the building committee, the administration, and the architects. This can be accomplished readily by appointing him secretary of the building committee, whether it is composed of trustees, administration and faculty or any combination of the three groups.

These suggestions presuppose that the superintendent has a background in architecture or engineering or, lacking that background, a thorough knowledge of building operation and maintenance.—W. P. WETZEL, director of physical plant, Temple University.

ANSWER NO. 2: The University of California, on a statewide basis, handles all new major construction through a division of architects and engineers. The superintendent of buildings and grounds on each campus is kept informed on campus project develop-

ments and receives copies of each building committee's minutes. From time to time during the more detailed development of plans and specifications, the superintendent or members of his staff are brought into counsel with the project architect.

When plans and specifications are ready for bid, copies are sent to the superintendent, who has an opportunity to recommend last minute changes in either. During construction and the inspection prior to acceptance, the superintendent is again given an opportunity to express opinions as to the work performed.

We find these working arrangements very satisfactory. Shop foremen with years of specialized training can quickly locate omissions in specifications. Recommendations based on experience are forwarded to the division of architects and engineers to be incorporated in future plans. It is essential that the department which for years to come will be held responsible for maintenance and operation actively participate in the planning of buildings and structures.—PAUL C. HANNUM, business manager, University of California.

Mechanization

Question: Does mechanization offer the best opportunity for reduction of maintenance costs?—G.O., Tenn.

ANSWER: Not necessarily. When considering a change in methods it is wise to make a thorough survey of the whole program: job analyses, time and motion studies, area surveys, frequencies, availability and adaptability of machines, personnel, supervision and communication, training methods, inspection, materials and so forth. Any or all of these may point ways to cost reduction or improved service.

A good practice in any work program is to use the biggest and best tool available, hand or machine. Poor tools, poor results! When planning any work program ask yourself these questions. What is to be done? Why? When? How? Who?

When you apply the right answers you will get maximum results at the lowest possible cost.—JACK ADWERS, director of physical plant, University of Texas Dental School.

If you have a question on business or departmental administration that you would like to have answered, send your query to COLLEGE AND UNIVERSITY BUSINESS, 919 North Michigan Avenue, Chicago 11, Ill.



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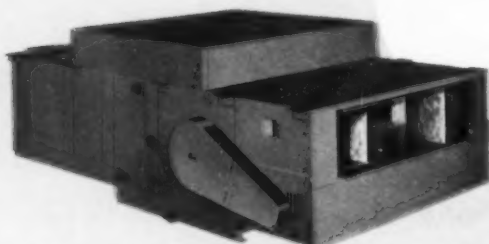
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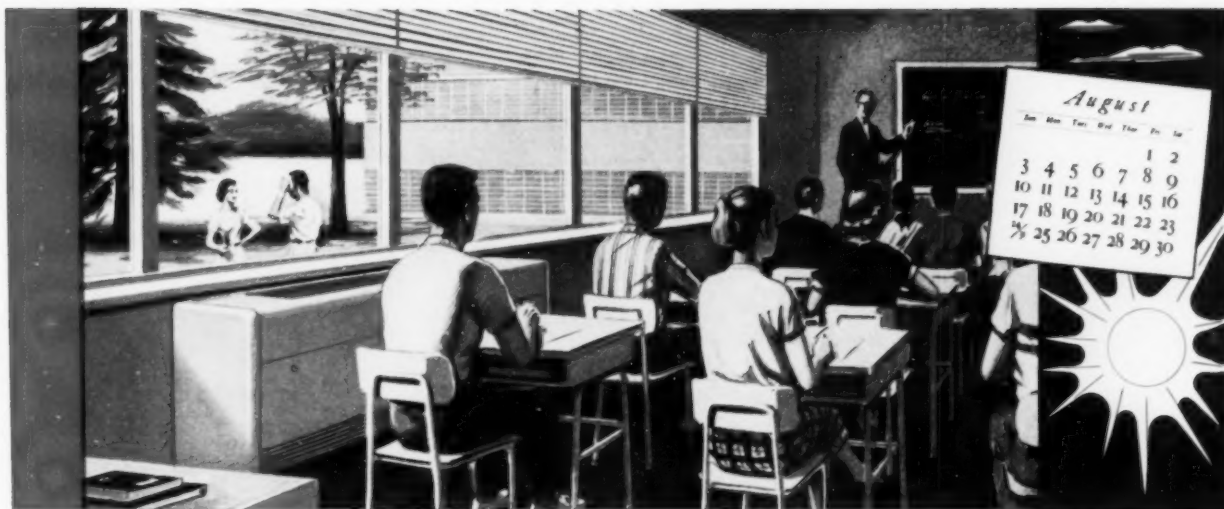
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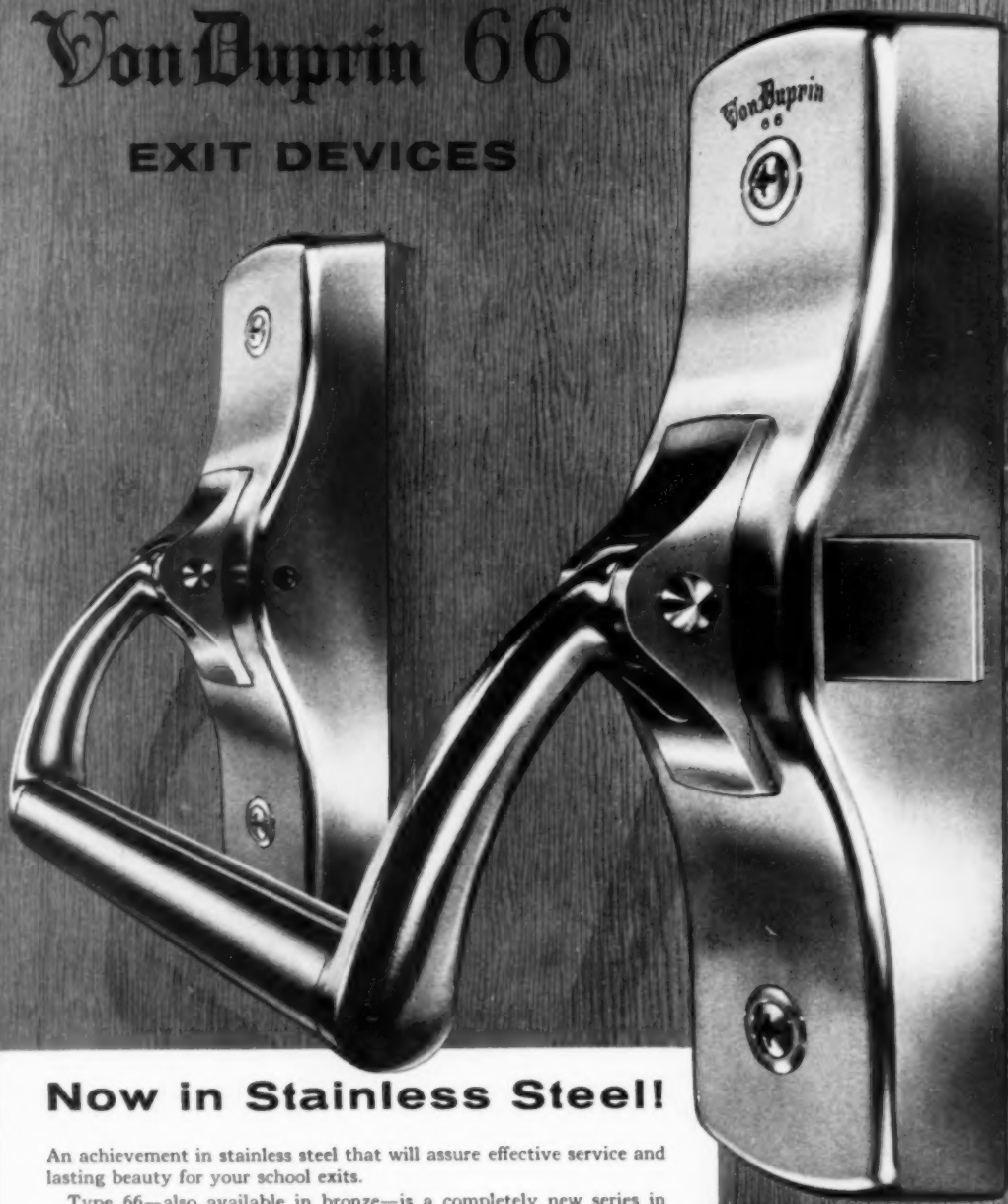
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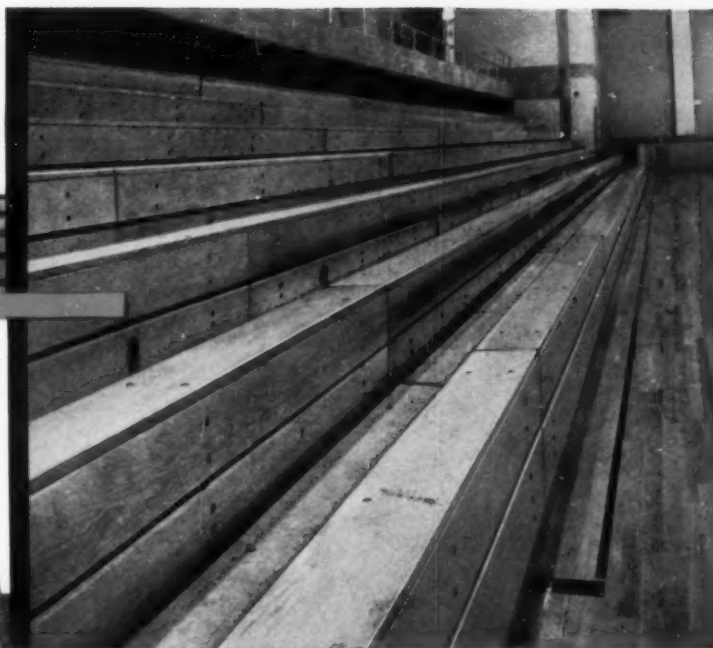


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"Rainbeau"
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face, ball joint.



"Wall Head",
Tamperproof, 4"
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Shower heads are little things, but they can effect important savings in your yearly budget. That's why the new Crane "Temple" is designed to:

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Students like the "Temple" shower head because it is easily adjustable from a needle shower to a rain shower with the simple flick of a small lever on the side. The spray can be directed at any angle up to 30°—in any direction.

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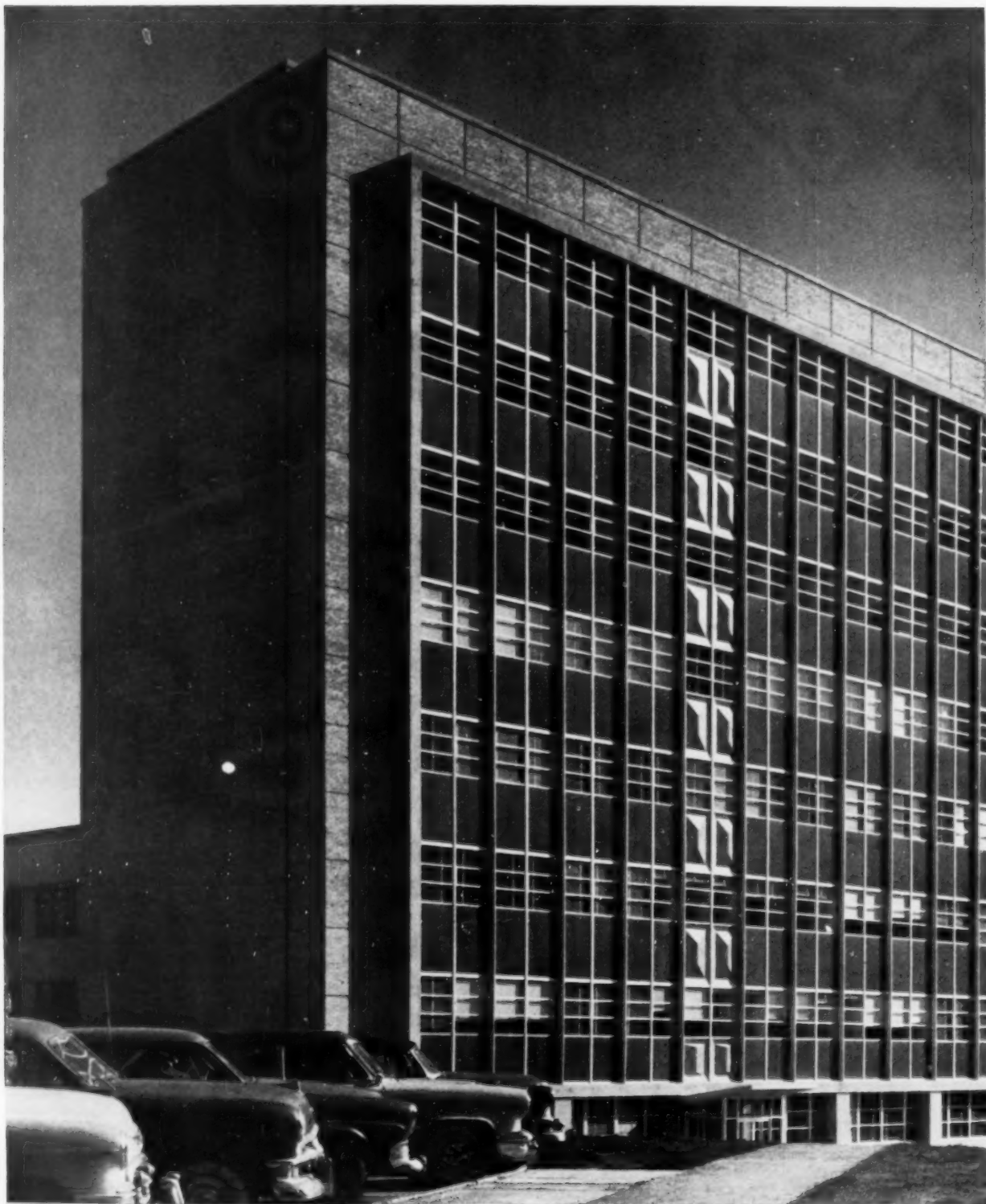
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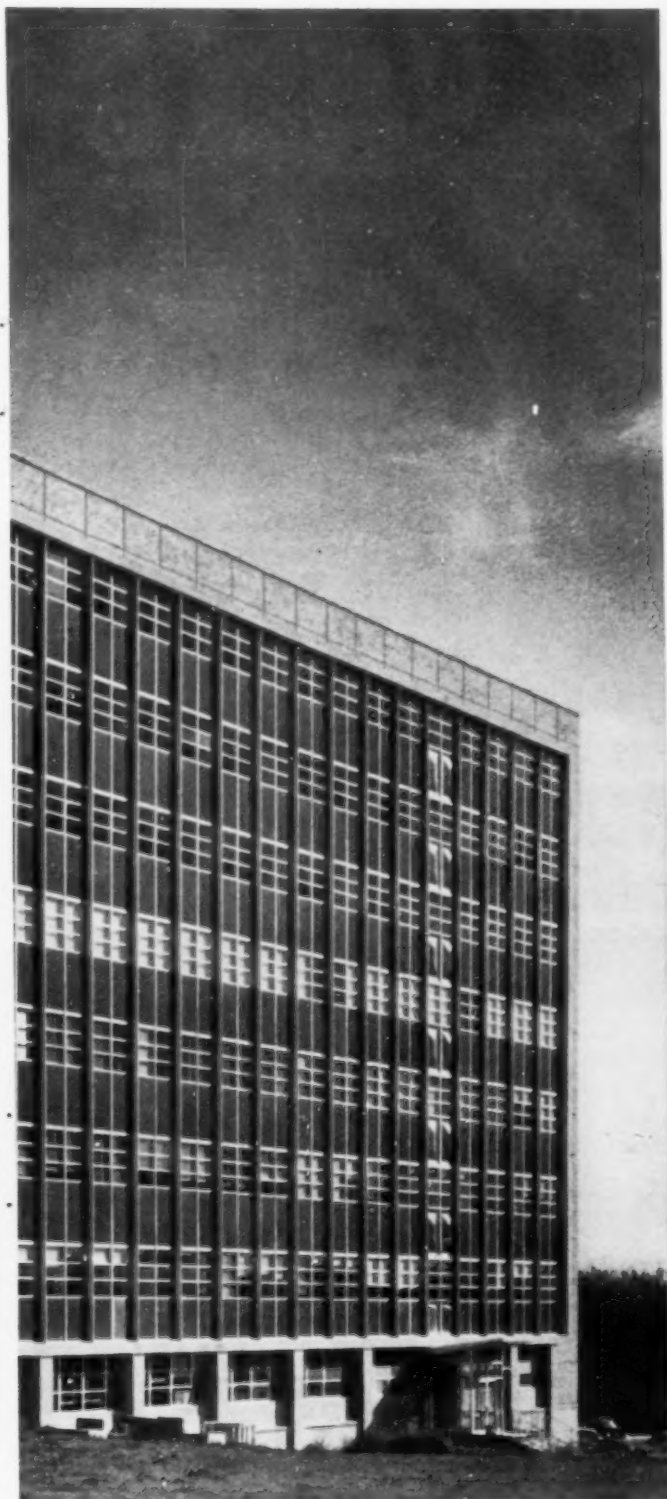
Here's why The University of Texas



728 Lupton Type H Aluminum Curtain Wall units combine with brick to form the exterior of the new, \$3,500,000 Clinical Sciences Building of The University of Texas Southwestern Medical School,

at Dallas, Texas. The completely air-conditioned building contains offices and research laboratories—with the eighth floor housing animals used in scientific work. Approximate area 220' x 50'.

uses Lupton curtain walls and windows!



Architect: Mark Lemmon, Dallas, Texas; Contractor: George A. Fuller Co., Dallas, Texas. Photograph by Uiric Meisel, Dallas, Texas.

The construction of the new Clinical Sciences Building of The University of Texas had to be as modern as the purposes for which it will be used — medical research.

Its modern design called for modern materials: among them, Aluminum Curtain Walls and Windows. Lupton met design requirements with opaque panels of blue anodized aluminum—insulated with 1½" fiberglass, and with aluminum interior surfaces. Mullions, windows, and panel frames are of aluminum. Alternate mullions have special decorative fins.

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Two vertical rows of raised gold anodized panels mark the entrance doors. In addition, 46 Lupton Aluminum Master Projected Windows were supplied for the ground floor.

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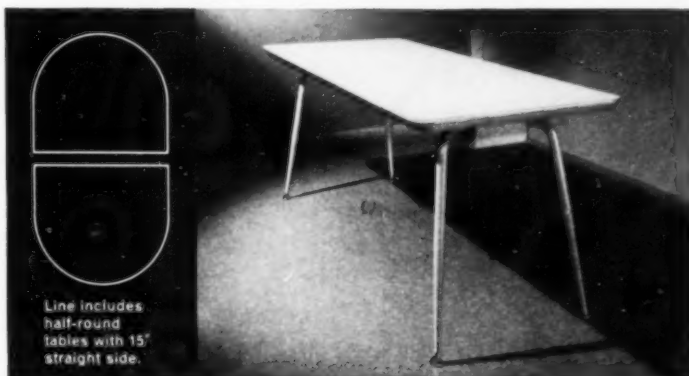


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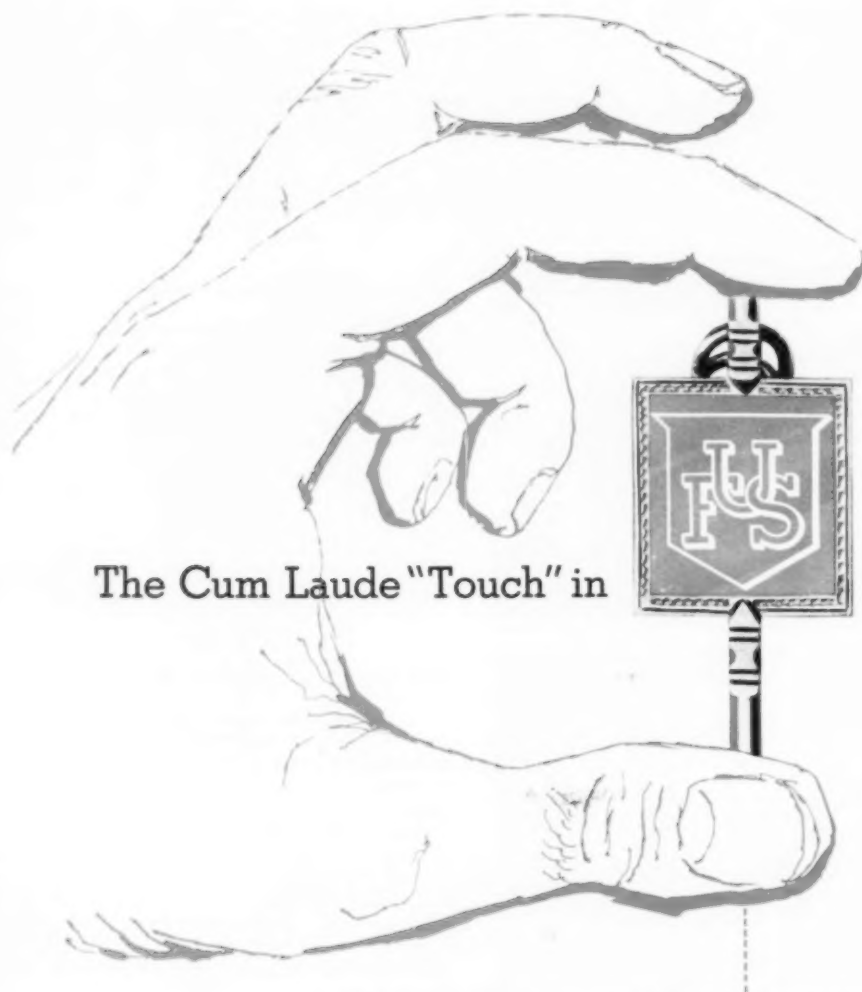
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under-seat book storage rack available as an accessory...large size...accessible from either side

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Institutional Management

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Is "Need" the Best Appeal?

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Consultant, Los Angeles



TOOTH PASTE MANUFACTURERS WHO ADVERTISE THEIR product's effectiveness in preventing tooth decay may not have fared so well as have those who use the jingle "You'll wonder where the yellow went, when you brush your teeth with. . ."

Many colleges and universities base their appeals for philanthropic funds on the first basis and proclaim their "need" of increased salaries, "need" of new offices, "need" of additional endowment, and long lists of other "needs." If your college does this, then you may well ask: "Do donors give because of a college's needs? Is college need the primary motivating factor, or are the needs of the donor paramount? If it were to be concluded that donors give on the basis of college need, then it is most difficult to explain why the colleges of least need (Amherst and Harvard, for example) have a large annual total of gifts, grants and bequests from benefactors, while the colleges of dire need have the small totals of gifts, grants and bequests.

This might be explained on the basis that wealthier colleges have extensive and expensive development programs, whereas the poorer colleges do not have the funds to support such programs and so are forced to operate them on a shoestring. But such an explanation seems too pat. We had better look to the donors and the potential donors for the actual reasons.

Psychologists tell us that we human beings have continuous need of approval, of appreciation, and of the satisfaction of achievement. As one examines the colleges of high gift and bequest totals, one finds that they are the colleges that have provided their donors with an unusually high quota of achievement satisfaction, of importance, and of sheer enjoyment in belonging to a group which is significantly serving man, country and God. Many a donor of such colleges has joyously exclaimed: "Giving and working for the college has been one of the greatest pleasures and satisfactions of my life."

Conversely, if one examines the colleges that are not doing well in totals of gifts, grants and bequests, there one will find low remuneration for the benefactors. The donors are sent thank-you

letters of the casual type which often begin with some cold cliché—"Enclosed is the official receipt of the college for your gift of . . ."—and proceed with a series of "I hope," "I think," "I expect," "I appreciate," and "I am happy." Such letters are a discredit to our colleges, especially to liberal arts colleges, the conveyors of the culture of our civilization.

One extreme example of nonattention to the needs of a benefactor was this. A widow first put in her will a provision of a million dollars for a college. Then she decided to give the million immediately so she could enjoy seeing the memorial to her husband. She was persuaded to make the gift unrestricted. The trustees gave her a dinner, huge baskets of flowers, a scroll, and stacks of letters of appreciation. Then she was forgotten and thereafter she had only the usual stencil invitations to public college events.

Three years later the widow told friends: "I haven't the slightest idea where or how the million was spent. I know my husband would be very displeased with the way I wasted his hard-earned money." All of her friends knew of her dissatisfaction, and it is likely that none of them thereafter gave to that college, regardless of its "needs."

The needs of the benefactors—appreciation, recognition, achievement—are apparent to our gift lists. The scholarship gift has high remuneration for the donor, the budget balancing has low.

When the benefactor is the testator the same must be true. If your college is stressing the tax savings of an estate plan, or stressing the college's needs, then it might be well to examine motivation. When a man is devising his estate plan and writing his will, doesn't he desire the satisfaction of the thought that, when his will is read, it will be said of him: "He was a truly good man and his good deeds will live after him?"

Surely the indications are many that colleges and universities in search of donors of time and of money might well turn for guidance to their own psychology and sociology departments and thereafter have less emphasis given to college "needs" and more to the "needs" of their friends, volunteer workers, and potential benefactors. #

LOOKING FORWARD

Workbook for Space Men

THERE IS MUCH IN THE PUBLIC PRESS ABOUT THE NECESSITY of college and university executives utilizing effectively facilities they now have before launching into an ambitious and expensive building program. Much of what has hit the printed page has been long on exhortation but short on practical suggestions on how to make an intelligent analysis of space utilization.

Just out of the bindery is a 211 page handbook, "Physical Facilities Analysis for Colleges and Universities," written by Donald A. Jones, educational coordinator of planning at Indiana University. The handbook appears to be the most comprehensive set of methods, technics and forms now available for a complete inventory of physical facilities and an analysis of use. Copies of the handbook may be procured from the American Association of Colleges for Teacher Education, 11 Elm Street, Oneonta, N. Y.

Though the name of the sponsoring organization would suggest that the handbook would interest only teacher college executives, this is not the case. The suggested technics and space analysis forms have universal application in the field of higher education. The handbook rates preferred space on the reference shelf of the college executive concerned with space utilization (and who isn't?).

As the handbook states: "The first logical step in anticipating a building program which will meet the increased student and staff enrollments is accurately to inventory the physical plant which now exists. . . . The methods and data sheets in the handbook are designed to provide a clear and uniform method for accomplishing: (1) a building inventory, containing essential facts and information about each building. (2) A complete room inventory, including a study of the use and physical nature of each room in each building and an analysis of the qualitative features in each room. (3) A detailed classroom-laboratory utilization study, hour by hour and day by day, of each teaching room and station.

"This information, heretofore not usually available, should enable college administrators to evaluate their present facilities" and to consider:

The kinds and amounts of instruction, housing or office space needed.

Buildings that should be remodeled or torn down, new buildings that should be erected, rooms that should be renovated.

The further study that may be needed to analyze the present program and to point out needs for class rescheduling.

The ways in which operational monies are being spent.

The direction to be followed in the study of the maintenance program.

Finally, the way in which they should present their building program and explain the bases for budgetary requests to the state legislature in the case of a public institution, or the board of trustees or directors in the case of a private one.

The handbook is an effective and practical tool for the college executive. He will not regret the modest investment involved in obtaining a copy.

Look, No Grades!

GRADING STUDENTS IS NOT FAIR AND SHOULD BE DISCONTINUED, according to Dr. Max S. Marshall, head of the microbiology department at the University of California Medical Center in San Francisco. Dr. Marshall is currently serving as a visiting professor at Michigan State University.

Dr. Marshall contends that "students should be in school to learn, not to be compared with others. Teachers are supposed to teach and observe, not to evaluate." He declares that the customary symbols for grades are meaningless because they vary according to the personality of the teacher and student. As an example, he cites "the coed who made better grades when she used her eyelashes rather than her brains."

When Dr. Marshall gives tests to his students, he suggests a thought provoking essay on a subject in his field that may be controversial in nature.

"There are no right or wrong answers. The solution isn't in any book or even in the teacher's mind. The students have to study the subject and think it through for themselves.

"I don't grade these papers. I use them as an exchange of conversation between me and the student and incidentally as an indication of how hard he is working. If the school requires a letter grade, I usually give a 'B' at the end of the term." Dr. Marshall has experimented with not giving grades since 1930.

It would be interesting to know how general the practice of not giving grades may be. For many academicians it is probably rank heresy. For the student, it may mean the development of an educated man, one who has to think instead of returning on an examination paper what he thinks the professor wants to read.

Dr. Marshall may have something with his "no grades" idea.

THE "FORGOTTEN COLLEGES" ARE NO longer forgotten, and this changed situation has come about in relatively few months since an article in *Time* (March 1956) pointed out that they were being neglected by major foundation and corporate philanthropy because they had been unable to gain membership in the regional educational associations.

During the year just past amazingly significant progress has been made possible through the Council for the Advancement of Small Colleges (C.A.S.C.). This spontaneously formed organization is now composed of 65 colleges in 31 states, established to tackle the problems inherent in the vicious circle — "You have to have money to get regional accreditation, but you have to have regional accreditation to get money."

NATIONWIDE TESTING PROGRAM

Pursuing its primary objective to "advance quality education," the council during 1957 started a testing and evaluation program underwritten by the Fund for the Advancement of Education of the Ford Foundation. The program so far has included the councilwide administration of the Graduate Record Examination by the Educational Testing Service in Princeton and the College Qualification Test by the Psychological Corporation in New York.

This is the first time that such a large number of colleges so widely distributed geographically have coordinated the testing of both freshmen and upperclassmen, including graduates, and then followed this up with group discussions of the results. In addition, each institution has drawn up individualized plans for improving the instruction and changing the curriculums as a result of the tests and the ideas gained from them.

RECOGNITION BY ORGANIZATIONS

While final conclusions are not yet available, this much is clear from the testing and evaluation already completed: C.A.S.C. colleges are making a significant contribution to higher education. There is a substantial amount of overlapping in the scores made by C.A.S.C. students and those in other colleges of the country. Based on student performance, C.A.S.C. colleges are consistently obtaining very creditable results—often with students who would otherwise be denied the opportunities of an education.

The Forgotten Colleges

now are remembered

**How the C.A.S.C. has brought to the nation's
small colleges wider recognition from
parents, public and philanthropy**

K. DUANE HURLEY

President, Salem College, Salem, W.Va.

The extent and quality of cooperation from national and regional educational organizations has been most gratifying. During the year C.A.S.C. was officially included on the programs of the Southern, the North Central, and the New England Associations of Colleges and Secondary Schools, and in each case representatives of the council spoke at some one of the association's meetings or representatives from the association appeared at the C.A.S.C. session held concurrently. Throughout the country the regional groups have shown increasingly helpful interest in the individual colleges within the various areas.

By special invitation, C.A.S.C. participated in a number of meetings of national significance, including the several area sessions of the President's Committee on Education Beyond the High School, and the final report made special mention of C.A.S.C.'s "worthy small colleges" and recommended that they be given "encouragement and support . . . which will further enable them to attract and meet the needs of

additional students with little expansion of their present underutilized facilities and faculties."

INCREASED PUBLIC ATTENTION

Herbert Hoover took the lead among prominent citizens in giving personal endorsement to C.A.S.C. "These are colleges," he wrote of member institutions, "close to the people. They have served our people for long years through dedicated and self-denying teachers. Their intimate relations with the students enable them to do a better job in character building than our great institutions with their high attendance."

It is in the field of public relations that C.A.S.C. has made most noticeable strides in the past year. There is now strong evidence that the council and its member colleges are favorably known in many quarters and are rapidly becoming known everywhere. Clippings have been received from newspapers in all parts of the country, indicative of the wide coverage given in the public press. An increasing number of radio and television sta-

tions are carrying regular public service announcements and features. The newsreel companies are beginning to explore ways of telling the "small college" story. Many articles have appeared in educational journals.

COOPERATIVE ACHIEVEMENTS

The soundness of one of C.A.S.C.'s basic purposes—namely, to do things together that would be impossible for any one of the institutions by itself—has been amply demonstrated this year, particularly in the areas of public relations, coordination, research and fund raising.

In addition to the publication of a regular *Newsletter*, there has been prepared a handbook that describes C.A.S.C. as a group and carries information about each individual college. It has been distributed as a service to corporations and foundations on a nationwide basis to help them in making wise decisions for their investments in higher education.

A companion booklet, a directory of C.A.S.C. colleges, recently came from the printers. It is designed especially for parents, prospective students, high school administrators, and guidance counselors. It will become the appendix to a full-length book soon to be published.

The handbook, the directory, and the book all reflect the extensive body of information now assembled at C.A.S.C. headquarters in Washington, D.C. This is the first time that such a complete and comprehensive collection of data has been made for small colleges. No longer will such institutions be an "unknown quantity"—and this significant achievement has come about in little more than a year's time.

Statistics are easy to list because they are tangible and can be counted. Perhaps the more important benefits,

however, have accrued from an exchange of opinions, encouragement from colleagues, sharing of problems, and high morale generated by progress toward a common goal.

A year ago C.A.S.C. could report a total gift income of less than \$30,000; as 1958 began, the total was well over \$175,000. A portion of this amount was designated for member institutions, directly; most of it was contributed for the over-all operation of C.A.S.C. and its various projects, making possible an unusually varied and extensive program for the benefit of all member institutions. It is gratifying to note that among the contributors to C.A.S.C. are the major corporations of the nation and many of the large donors have made a second grant.

FINANCIAL GAINS

While complete figures are not yet available for last year, evidence is that the colleges on their own have raised even more individually than they did in 1956 when the total was \$5,800,000.

Additional evidence of the vitality of these "small" institutions (average 350 students) is the fact that nearly \$15 million has been allocated for the construction of such facilities as libraries, science and classroom buildings, and residence halls in 1958. As in the past, much of this construction will be done on a self-help basis by students, faculty and friends, at rates far below ordinary building costs and at no expense to taxpayers. In a sense this is a contribution that these colleges are making directly; it is cutting thousands of dollars from educational costs to the public.

One of the most important developments of 1957 was the inauguration of a three-year drive to raise a mini-

mum of \$1 million a year primarily for the improvement of faculty salaries. This is a unique challenge-and-matching program composed of three groups of partners: 65 national corporations, an equal number of philanthropic foundations, and the member institutions of C.A.S.C. Each member of each group is to match the rest with a minimum contribution of \$5000—an amount well within the easy reach of all. In order to get the big job done this simple way, it is hoped that a leading national foundation will offer to match, dollar for dollar, any amount pledged in excess of the minimum. This would increase the incentive and stimulate the efforts of all three partners—the corporations, the foundations, and the colleges.

When the accomplishments of 1957 are reviewed, it is no wonder that marked improvement in teaching techniques has resulted on many campuses; that widespread recognition has been gained not only from the public but also from organizations and from individuals; that increasing financial support is becoming evident, and, most of all, that C.A.S.C. colleges now have an improved opportunity to serve the youth of this country in the years ahead.

It is no wonder that the "forgotten colleges" now are remembered—and the officials of C.A.S.C. as well as the members are grateful to those who helped make this possible.

Now the council is consolidating its gains and preparing to move forward, constructively and unitedly! One observer has characterized the efforts of C.A.S.C. as an attempt "to arouse a sleeping giant." The "giant" is beginning to stir. When he fully opens his eyes and looks around, his first comment is sure to be: "I remember the forgotten colleges!" #

Should Office Machines Be Leased or Purchased

... is a much discussed question by college executives. T. W. Denley of Stanford University will report in the July issue the recent cost analysis conducted there on this controversial phase of office management.

The President as Fund Raiser

*The ideal college president is a scholar,
politician, writer, orator, humorist, salesman
and—it's nothing to be ashamed of—beggar*

GUS TURBEVILLE

President, Northland College, Ashland, Wis.



UNTIL RECENT YEARS AT LEAST, IT HAS been customary to look upon college presidents as scholars. More recently as we have witnessed generals, politicians and other nonacademic people heading up institutions, this conception has rapidly changed. The suspicion has grown that prominent nonacademic people who have been employed to be in charge of institutions of higher learning have been engaged because of their expected fund raising proficiency.

ALWAYS HAVE BEEN FUND RAISERS

In all fairness, however, it must be stated that private college presidents have been fund raisers since the existence of colleges in this country. Probably never in our history have any colleges felt they had sufficient funds. In the last analysis, the burden of obtaining additional needed revenue has tended to fall on the shoulders of the president.

Many institutions have attempted to take part of this onus off the president's shoulders by employing professional fund raisers. Some of these have been hired only for specific campaigns. Others have been employed on a permanent basis to conduct a continuing campaign of fund solicitation.

Even with the professionals in the field, the private (and indeed the public) college presidents still have

had to raise money. The prestige of the president's office in many cases is sufficient to open doors that would never be opened to professional fund raisers. The heads of major corporations, for example, are far more likely to grant an interview to a college president than to a fund raiser within the college's organization.

The ideal college president (he exists only as a figment of the imagination) is a many faceted individual. He should be something of a scholar if he is to understand the subtleties of the academic mind. And if he is to do a thorough job of selling education to the public at large, he himself needs to possess a strong background in academic pursuits.

MUST BE POLITICIAN

As another side of his personality, the college president must be something of a politician. He is exposed to constant pressures from his board of trustees, from his faculty, from his student body, from alumni, and from other sources. Inasmuch as these pressures often are in conflicting directions, it is his responsibility to resolve the friction in such manner as to do little or no harm to the college.

He must also be something of a writer. One of his most time consuming tasks is the handling of a voluminous correspondence. He also must be looking constantly for opportunities

to prepare articles that will reflect favorably upon his institution.

The ideal college president is something of an orator. Speechmaking is an inevitable concomitant of his office. What he says may not be so profound but certainly it must sound that way!

MUST BE HUMORIST, TOO

Finally, the college president must be something of a humorist. With the overpowering problems facing colleges these days, especially in the field of financing, a sense of humor is often one of the best antidotes against insanity. Also, a sense of humor has a wonderful way of keeping the president from taking himself and his importance too seriously.

In discussing the rôle of the president in fund raising, the case history method is going to be used. That seems to be the most popular method these days and perhaps also will provide a means of comparison for other college presidents who are interested in examining their own experiences.

Probably no million dollar business would employ an individual with little or no previous experience to head it. Yet on April 1, 1953, when I assumed the reins at Northland College, I was totally without administrative experience at the age of 30. I had heard rumors to the effect that college presidents spend much of their time raising money. I was sure that Mrs. Turbe-

ville had not sent her boy to college for eight years to be a money raiser, and I told the trustees if that was what they were seeking, I was not their man. Those were famous last words!

I was assured that because we had a full-time fund raiser, my duties would consist of running the college (whatever that means!). When our fiscal year ended three months later, and we had run \$56,000 in the red, I realized that I had no choice but to be a fund raiser. The next fiscal year under my incomparable direction our deficit was \$80,000!

At one of our trustee meetings a suggestion was made that we cut our expenses to the core in an attempt to lower the deficit. Our decision, however, was just the opposite. We greatly increased our expenses by employing more Ph.D.'s, by engaging a full-time student recruiter, by increasing our advertising campaign, and by paying our faculty better salaries. Our thesis was that if we had a better product we could do a better job of selling.

During the first months on the job much of my time was spent traveling with our fund raiser. In that way I met personally most of Northland's major contributors. After each visit every person called on was written a personal, friendly note of thanks. In many cases repeat visits were paid. Out of these visits and correspondence developed many warm personal friendships that have proved to be most rewarding both to the college and to me personally.

NEVER ASK DIRECTLY FOR MONEY

In meeting these executives and other well-to-do people, a point was made never to ask directly for money. Rather, an attempt was made to sell the institution and the job that was being done. On many occasions, frankly, the college was not even discussed at all. Early I learned to be a good listener and to play by ear!

Usually it was found, however, that the persons visited would themselves ask questions about college finances and other problems. In that way they became acquainted with the needs of the institution, and often a project was described that coincided with their own particular field of interest.

The reason for not directly asking for money was the belief that if money were solicited the chances of getting by the receptionist to see the potential donors again would be remote. Per-

sons of means are wary of being solicited and if they are going to invest heavily in some institution they want to be sold slowly and completely. This is no arena for high-pressure selling.

All persons called on are placed on the mailing list for the school's publication, the *Northern Light*, which is issued 10 times a year. By being on that list they automatically receive general nonpersonal letters of solicitation. In that way, too, they learn the problems of the college without risking a warm friendship by a personal letter of solicitation. Of course, as individuals become completely sold on the institution and as ties of friendship become stronger, a franker and more personal approach is indicated.

BOARD OF TRUSTEES IS KEY

The key to our program of fund raising is our board of trustees. Because we are a small college, our alumni group is not large. Because so many have gone into the teaching profession, they are not wealthy. Ashland, the community in which Northland is located, is not a well-to-do community. Thus our dependence on our board of trustees.

Membership on a board does not, in itself, guarantee interest in the institution. As my first calls were made on the out-of-town trustees, I was shocked when several told me that they wanted to get off the board. Some were convinced that the college would soon close its doors. It was obvious that a selling job had to be done to our own governing board.

Aside from personal visits to the individual members of the board, a system was begun of sending out weekly letters to the trustees telling of campus events during the preceding week. This letter attempts to give a flesh-and-blood portrayal of the institution and of the many different individuals composing it. Also, activities and contributions of trustees and other individuals are noted. Later the decision was made to send the same letters to our faculty. Consequently, we have a group of trustees and a faculty that are unusually well informed about the college.

Our board of trustees is limited to 30 members. Actually, an active governing board much larger would be cumbersome. Yet the more distinguished and affluent individuals we could get officially connected with the college, the better off we would be. As a result, we organized the North-

land College Board of Advisors. This group, whose membership is now 17, consists of prominent people who are willing to lend their names in behalf of the college. They receive all of the literature that ordinarily goes to the regular trustees, and they are invited to attend the semiannual meetings of the board. They do not, however, have voting privileges at the meetings. Our experience has been that this advisory board has been instrumental in developing a keen interest in Northland College on the part of key individuals.

Two persons now on our regular board of trustees were on the advisory board, but as their interest in the institution increased they wanted to play a more active rôle in college affairs. On the other hand, two members of the board of trustees who did not find it possible to continue an active rôle at the college have gone on the board of advisers.

As is true of most colleges, we have an extensive mailing list of persons who in one way or another have indicated some interest in the college. All those persons receive the *Northern Light*, and they also receive our general letters of solicitation that go out either once or twice a year, depending on circumstances. All persons who as a result of these general solicitations send gifts of \$100 or more are, and have been in years past, contacted directly by the president. In many cases personal visits have been arranged and in a few cases contributions subsequently received have been greatly increased. In fact, we have received several large (more than \$100,000) bequests from individuals who were contacted in such fashion.

INVITED TO PRESIDENT'S HOME

All these persons also receive personal invitations to visit in the president's home. We have found it an enjoyable experience to get to know many of these people personally and they, in turn, have felt much closer to the campus by getting to pay a personal visit.

One huge potential that had been overlooked at Northland College was our church connection. Northland College had been founded in 1892 by members of the Congregational Christian Churches. During subsequent years, when it became more and more popular for colleges to sever their church ties, Northland College gradually drifted away from its mother church. Since 1953, however, diligent

efforts have been made to strengthen our tie with the Congregational Christian Churches. We have placed all ministers of that faith on the mailing list of the *Northern Light*. Many of them, in turn, not only have placed Northland College in the benevolence budgets of their churches but also have sent us students. Very happily it can be reported that last year when our college finally became both fully accredited and debt free much of the credit was due to large matching gifts (totaling \$90,000) given us by the Board of Home Missions of the Congregational Christian Churches.

The proof of any program lies in its results. In the fiscal year ending June 30, 1953, Northland College received total gifts and bequests in the amount of \$83,000; in 1954, \$102,000;

in 1955, \$174,000; in 1956, \$256,000, and in 1957, \$500,000.

Much of the credit for this strong upswing in contributions belongs to our outstanding board of trustees and board of advisers led by E. C. Alvord. In fact, we believe that the key to the success of any strong program of progress lies in obtaining the services of a person such as Mr. Alvord who not only will give part of his personal wealth to the institution but also will prevail upon many of his friends to do likewise. The other trustees and advisers have responded magnificently to his leadership.

In addition, Northland College has been greatly helped by people in industry, by our alumni, by the Daughters of the American Revolution (because of our self-help program, our

emphasis on American history, and our interest in Indian students), and by the people of Ashland and the surrounding area. The rôle of the president has been largely that of helping to call signals and in getting good men to fill responsible positions.

A college president by his very position must be a salesman just as is true of the head of any corporation. There is nothing degrading about selling, especially when one knows that his product is the best there is. Many college presidents see red when they are called fund raisers or, even more degradingly, beggars. If in truth they were begging for themselves, their indignation would be justified, but when their efforts are in behalf of others, they are in accord with the greatest teachings known to mankind.

For Faculty Families: To Fee or Not to Fee

DANIEL E. BUTTON

Former Assistant to the President, State University of New York, Albany

THE POLICY QUESTION OF GRANTING certain fringe benefits to faculty and nonacademic staff members is particularly knotty for public institutions, in which legality, or at least the appropriateness of such benefits, is a complicating factor.

One aspect of the fringe benefit issue is that of remission of tuition and other fees to staff and even to members of their families. While the financial cost to the institution is relatively slight, there tends to be a public opinion hazard: What justification can be shown for granting certain financial advantages to one group of citizens as contrasted with another? Even for the individual faculty member, a personal element often may make the remission of fees for himself or family less desirable than might at first seem to be the case: Will such a benefit be interpreted by budget making administrators as an adequate offset for salary improvements?

In the State University of New York, which has no established policy on fee remission for faculty and staff (though practice weighs against it), the faculty senate undertook an inquiry into the policy of other state universities. Some 55 institutions in every state were queried.

Because of the widely varying bases on which policies are founded or in which practices are based, a tabulated statement of these policies or practices is virtually impossible. However, the following generalizations can be made:

Among the 55 institutions, 36 provide some fee benefits for members of the faculty. The picture is even less clear-cut for nonacademic staff or part-time faculty, such as graduate assistants, but it can be said that about one-third of the 36 that have fee benefits for faculty withhold them from other staff members.

Thirteen of the universities allow some benefits to wives of faculty mem-

bers, and 12 grant similar benefits to their children. On the other hand, in addition to 20 universities that have a policy basically negative on all fee remissions, another 20, which have some fee benefits for staff, specifically deny them to families. In approximately three-fourths of universities reporting, then, no fee benefits are granted to wives and children of faculty members. No benefits for families exist for an even higher percentage of the nonacademic staff.

In the one-fourth that do offer fee benefits to faculty families, the benefits range from complete tuition waiver to reduced fees or waiver of nonresident fees for persons newly arrived in the state. Only one state university (Vermont) appears to be affiliated with the Tuition Exchange Plan.

For faculty members themselves, however, nearly two-thirds of the universities make some provision for waiving or lessening fees. Among this

group of universities, several subdivisions of policy or practice are to be noted:

1. In numerous cases, the benefit is chiefly to persons entering the state as nonresidents; in such instances, the nonresident fee is waived, but other fees are charged.

2. Certain other reservations or restrictions are stipulated in virtually all states: The employee must be full time or must have certain prior service in the university, or may take only a limited number of credit hours (often the limit is fewer than six hours).

3. In one-half of the cases reported, the waiver applies to only a portion of the normal charge of tuition or fees, or a special reduced credit-hour rate is established. In other cases, certain specific charges, such as laboratory fees, are to be paid.

4. Distinctions often are made between faculty and nonacademic staff as to eligibility for benefits or the prevailing conditions under which they are available.

5. In numerous instances, only faculty members of the lower ranks are eligible.

6. Fees are somewhat more likely to be waived for the auditing of courses than for credit courses.

POLICIES FOR FAMILIES DIFFER

Policies relating to wives (or husbands) of faculty and staff members are more restrictive than for the employees themselves. Benefits for wives are more likely to be available in audited rather than credit courses.

Benefits to children may involve waiver of virtually all fees, a reduction of fees, or reclassification to resident status.

Among the 20 universities reporting a basic policy against waiver of tuition or fees, three specify a state law prohibiting such benefits, and one cites an attorney-general's opinion. Several of the 20 grant some partial benefit as a relatively slight exception to the generally negative policy.

While the universities that grant some fee benefits to employees (or families) ordinarily do so without explanation or elaboration (except in the case of Rutgers, which suggests that its policy was born of the depression); on the other hand, a somewhat more firmly articulate attitude is evident on the part of universities without any fee waivers. This attitude is suggested in the terse comment of the University of Missouri that "fees are the same for

all residents of the state," and the University of Maine, where the view is that, for a state university, "no other course would be proper." In a real sense, there appears to be more *practice* than policy at the universities granting waivers and other benefits; a considered *policy* seems apparent in those that deny such benefits.

Formulation of a policy, either positive or negative in nature, would need to take into account at least the following factors:

1. Rationale of the waiver: Is it granted as a privilege, or as a right? Is it withheld because of potential damage to the individual or to the institution?

2. Status of the faculty member: Many universities clearly intend their fee benefits to aid instructors or graduate assistants. Full-time status often is specified.

3. Length of service in the university: Several specify six months' or a year's prior service before fee benefits can be claimed.

4. Extent of course work to be allowed: Many limit the number of credit hours each semester for which employees can register. Some specify that work cannot be for a degree.

5. Special elements in the case of nonacademic employees: They must be excused from regular working hours or required to make up lost time. Too, to what extent may classes be expected to return direct benefits to the university through improved work performance?

6. The degree of tuition or fee reduction (if any): In some cases there is a full waiver, but the amount may vary, so that faculty may pay one-third, one-half, or some other portion of fixed fees charged to all students.

7. Differentials desirable for faculty, graduate assistants, and fellows as opposed to nonacademic staff, and the wives and children of all of these groups: All "employees" are not treated alike, in almost every instance.

8. Limitation of fee benefits, if any: In some instances the benefits are limited to graduate courses, or, in other cases, to undergraduate courses; then there are the exceptions of certain laboratory, extension and other fees.

9. Nonresidents' status: Numerous institutions seemingly take the position of Ohio State University that if a person comes to work at the university, he intends to become a resident

of the state, and so nonresident fees are waived for employees and, often, for families.

10. Special favors: The question arises as to the right and desirability of a university to grant a special favor to any group, even its own employees, at the expense of other taxpaying citizens.

The University of Mississippi makes these points in the last named connection:

"Our decision is that we will not waive tuition and fees for our employees. In our opinion, the following arguments against such a policy are strong:

"The university is supported by the citizens of the state, and no citizen should receive special privileges not available to all.

"It would appear that other state employees should be entitled to the same privileges.

"We feel that fringe benefits, such as the waiver of fees, might be used as an argument against higher faculty salaries. Other fringe benefits such as hospital insurance, group insurance, and retirement are available to other employees of the state so that the university faculty does not constitute an exception."

OBJECTS TO "PATERNALISM"

A complementary view relating to benefits for families of employees is expressed at the University of Delaware where "little sympathy with paternalism of this nature" is voiced. That university's chief objection is that "it rewards people on a basis other than their worth; in some institutions, faculty with large families could extract benefits beyond their contributions. We would rather use the resources of the institution to pay people what they are worth and let them be responsible for the education of their children."

Similarly, Nebraska has "a policy that encourages further training of members of the academic-administrative staff with provision for reducing fees and tuition," but lacks a program which would "in any way place the families of faculty members on a different status from those not associated with the university." In contrast is the reaction found in one state university, which lacks fee benefits, where a dean expressed the personal opinion that "universities ought to provide their employees with as many valuable fringe benefits as possible." #

IN PROPOSING my concept of a long-range planning approach, I would like to take a hypothetical example—the state of Utopia and its state university, Utopia U. In my judgment, it is doing an outstanding job of long-range planning.

Utopia has made a statewide study, identifying the immediate and future needs for education beyond the high school. It has a plan for developing institutions to meet these needs, both public and private, and has set up the machinery for keeping its plan up to date. The study was done by real professionals in the field of educational studies and planning, with the close cooperation and participation of the governing boards, faculties and administrative officers of public and private institutions, and the appropriate legislative and executive officers and agencies of the state. In addition, a number of interested and influential lay leaders have reviewed the plans.

As part of the continuation machinery, there will be a continuing evaluation of higher education needs of the state in which all of the institutions of higher education in the state have agreed to participate.

Consensus has been reached as to the functions and probable growth of the existing institutions, both public and private; criteria have been established for evaluating if and when any new junior colleges or four-year institutions are to be established and where they should be located, and how all this is going to be paid for, both in terms of operating budgets and capital costs.

HOW BIG IS TOO BIG?

It has been agreed that the State University of Utopia will be responsible for much of the graduate and professional education in the state. It will continue to teach freshman and sophomore students, but the proportion of them will decline in the years ahead with more of this teaching being done by junior colleges, extension centers, and other four-year institutions. The other public and private institutions also will define more carefully their functions and objectives.

Everyone is still speculating on how big a university can be and still function effectively, and even Utopia has not yet arrived at an answer. Ideally, Utopia would like to encourage a

completely free interchange of students from other states and countries, but as a practical matter it has developed a policy on the enrollment of nonresident students in addition to those coming from its own region through the regional compact program and now state officers are trying to develop some national reciprocal arrangements to get more of their own students enrolled in the 47 other states for the same reason.

At this point, the State University of Utopia knows its function and has a realistic but probably conservative estimate of its enrollment size in the next 10 to 15 years. Meantime, as part of the statewide study and its own additional studies, it has been seeking answers to such questions as:

How many classrooms, laboratories and offices do we have? How many student and faculty stations are in them? Are they adequate in terms of structure, equipment and furnishings to carry out their purpose? How many need replacement or refurbishing because of age, safety hazards, or technological advances in subject matter or the art of teaching? How many students could we really accommodate if we improved the efficiency of our scheduling?

In addition to the study of the present physical plant and its utilization, Utopia U. has been examining its educational program in terms of trends in subject matter fields and by level of instruction. Its faculty and administrative officers have found some departments and fields growing rapidly and others standing still or even declining.

The faculty has recommended needed new courses and fields if the university is to carry out its defined functions. In reviewing new concepts of how to teach, the faculty has also begun to face up to the fact that the shortage of qualified teachers in the years ahead is likely to modify current practices in the use of space, particularly the number of classes of small size that will be taught.

One of the major decisions has been that scarce and high priced faculty members can be most effective and also more easily recruited if each has adequate office space and sufficient personal research space (even though this may be in the same laboratory with other faculty or their own graduate students). It also has been decided that the faculty is to be relieved of many clerical and subprofessional

Long-range planning at

UTOPIA U.

JOHN W. BARTRAM

*Assistant to President
University of Colorado, Boulder*

duties. This has meant the provision of adequate work space for the secretaries, clerks, technicians and student assistants.

With the trend expected to continue that administrative officers and offices will do more of the chores that faculty members or committees used to do, a surprising need has turned up for office and work space for nonacademic departments. Even in Utopia the proposal for a big new administration building is being looked on with suspicion by faculty and legislators; yet the need is well documented.

KNOWS WHERE MONEY IS

Utopia U. has developed a master plan for fulfilling its educational responsibilities. It has made the same kind of thoughtful, searching analysis of its present plant and of additional needs in other areas, such as housing, student union facilities, continuation centers, service shops, hospitals, heating plants, and recreation facilities. The university now knows what it needs to build in the next few years. It has developed a flexible plan for reviewing and revising the master plan annually to take into account new factors and new trends. It has developed flexible financial plans that put a premium on building efficiently and economically over the long period, taking into account the long-term economics of low maintenance and easy shifting of the functions of space.

Since this is Utopia, it knows where all the money is coming from. It can tell its plant development director and architects what it really wants and needs because the institutional policy has been developed first, a long-range plan has been made, and the unmet needs are clearly evident. #

From a paper presented at the 35th annual meeting of the Association of Governing Boards of State Universities and Allied Institutions, Boulder, Colo., 1957.

Academic Records by the Million

JAMES WRIGHT and MARWIN WROLSTAD

Chief, Administrative Services Division, and Former Chief, Methods and Training Division
United States Armed Forces Institute, Madison, Wis.

"I TOOK A COURSE FROM YOU. PLEASE send me a transcript of my grades." Signed, Bill Jones.

Since the U.S. Armed Forces Institute (U.S.A.F.I.) was established in 1942, four million uniformed Bill Joneses and John Smiths have taken courses or tests from U.S.A.F.I. where, as in any school, their academic records are zealously guarded.

Records can be quickly located if the student provides the registrar with his name, branch of service, and his service number. If he provides the added information of title and date of test, his academic record can be found in less than 30 seconds.

In the case of Bill Jones, the registrar would ask him for a little more information. If he had taken a test or completed a course, we could send the requested transcript. The way academic records are maintained and the method used to find them may be of interest to school administrators in all sections of the country.

The worldwide registrar's office for the Armed Forces Institute is located at Madison, Wis. Here the current records are kept on machine accounting cards in 216 feet of three-layer horizontal files. Records more than five years old are on microfilm. U.S.A.F.I. has found that requests for older records fall off sharply after five years, probably because our students are settled in their careers or are established in school.

Are the problems of the registrar of the "largest school in the world" more difficult than those of the registrar of a school of average size? Probably not. Sometimes there are advantages in dealing with large numbers.

Approximately 200 different courses are offered on the elementary, high school, technical-vocational and college levels. The courses may be taken by self-study or correspondence methods or in group-study classes.

Nearly 700 new enrollments are

processed by the registrar in Madison each day. After the application for the course has been carefully reviewed by qualified personnel, an integrated data processing procedure is introduced for expediting the mailing of the course materials and the creation of the necessary records. All records are the result of a single typing operation on a typewriter-tape punch. These include an address label for the books, a course record card for recording the student's lesson progress, an identification strip for a central visible record file, and a tabulating card for statistical accounting.

The course record card is housed in an 18 tray vertical file with a posting station attached. As the student submits his lessons for grading, the score he makes on each lesson and the date are entered on his card. If he is making low marks the registrar will correspond with him in an effort to determine the cause of his difficulty.



Left: The desk-file makes referral to the course record card easy. Each station contains an alphabetical grouping. Opposite Page: Typewriter-tape equipment used to type test reports and produce tape for test record cards.

Registrar of "largest school in the world," the U.S.A.F.I., employs machine accounting. Routine requests for transcripts take only six minutes of production time, and course materials for new students, less than two hours' time.

The six files that are engaged in storing student course record cards are sorted periodically to remove cards that are more than a year old. These are automatically disenrolled, unless a time extension has been granted.

The correspondence student, upon submitting his final lessons, is provided with an application to take his end-of-course test. Records of course completions and other testing are maintained either on microfilm (1942-50) or machine accounting cards (1951-present) which contain information as to name, service number, date of birth, date of test or course completion, home state of student, rank, kind of test, scores and percentiles, and matriculation number.

A second major function of the registrar's office at the U.S. Armed Forces Institute is to maintain the permanent records of the educational achievement of military personnel as reflected by courses taken through

the Institute. The type of records maintenance, of course, is influenced by the constant demand for reports or transcripts of these records.

All the records accumulated since 1951 are on tabulating cards and are housed in modern triple-tiered horizontal files. Each clerk is responsible for nearly 750,000 cards and moves over the 72 feet of file on a mobile desk and chair unit, propelled with a slight push of her foot. Because of the immediate availability of the cards, each clerk is able to locate up to 750 records as well as add 500 new records into the file each day.

Probably as interesting as the size and operation of the file is the report which is prepared from the cards. This report, called "The Official Report of Educational Achievement Through the U.S. Armed Forces Institute," is a transcript of a student's work on record with U.S.A.F.I. The transcript is prepared on an accounting machine using the permanent record card and a re-

lated card that contains the credit recommendation of the American Council on Education. U.S.A.F.I. neither grants credit nor recommends the amount of credit that may be granted by a school. The recommendation is that of the A.C.E. prepared on the basis of its review of the course. More than 1200 of the official reports reflecting from one to 30 course or test completions are forwarded to high schools, colleges, universities and employers each week.

The origin of the permanent record card is part of an integrated data processing system similar to that used for processing the course enrollment. After the final examination or test answer sheet has been scored and rated, the initial report of the rating received is prepared on a typewriter-tape punch. This initial report, which is called the "Military Test Report," is typed in triplicate so that the student and his commanding officer can be advised of the results, and so that one copy can be filed in his permanent personnel jacket.

As the report is being typed, a tape is perforated which in turn is used to automatically prepare the permanent record card. This card, before being placed in the file, also is used to prepare a certificate of completion when appropriate. The certificate is mailed with the military test report to the commanding officer so that it may be presented to the serviceman. The certificate is not a diploma, but a means of showing official recognition of a man's interest in improving himself educationally and as a motivation for continued study.

It was suggested earlier that the registrar of the "largest school in the world" may have certain advantages in dealing with volumes. This is true. U.S.A.F.I. typically receives more than 25,000 pieces of mail each week. The course materials to the new student are in the mail the following day, and require only an hour and three-quarters in actual production time to accomplish. The routine request for a transcript usually is supplied by return mail and requires only six minutes of production time.

How does the Armed Forces Institute keep its head above water in a sea of academic records? The answer is in the use of integrated data processing procedures, modern file equipment—and a sufficient volume. The registrar at U.S.A.F.I. has that volume. #



Better Service to the Board

EUGENE E. COHEN

Vice President and Treasurer, University of Miami, Coral Gables, Fla.

BOARDS OF TRUSTEES OF UNIVERSITIES are composed of dedicated, experienced, successful persons who find time in their busy schedules to help solve some of the problems of higher education. One in which their judgment is invaluable is the critical problem of financing. It is imperative that business officers provide concise, clear reports to their boards in order that these may be speedily evaluated. Probably no other single area of university operation requires as much time for its board.

Within this area a most important management function of the board is the administration and supervision of endowment funds. To provide the board of trustees of the University of Miami with an orderly report on investments, the investments register has been devised by this office to utilize the full flexibility of punched-card facilities.

A securities change form has been designed from which the key-punch operator can transfer current securities data to the cards. Once punched, verified and interpreted, the card is filed in its logical order. While we present reports on a quarterly basis, special current reports and tabulations can be prepared within two hours.

University of Miami's investments register, devised to provide board of trustees with orderly report on investments. Last two columns (not shown here) are available for remarks, current notations, details regarding coupons, proxy votings, and other data. Inset: Investment securities card. By use of mark-sensing, current unit value can be posted and the market value of total shares of the particular certificate can be automatically determined by machine multiplication.

The investments register has been enthusiastically received by the investment committee of our board. (A copy of the investments register is reproduced on the opposite page.) A brief explanation of the various columns will explain the utility of the form:

Name and Description of Issue—This column provides data describing the type and classification of each security, arranged for alphabetical sorting by specific funds.

Registration Number—The certificate or bond number is carried in this column.

Due Date—The month and year due for all bonds held is shown in this column. Coupon due dates are automatically determined from this column.

Classification—Coded by letters, this column shows the particular type of security held and is arranged so that the holdings in any category can be determined in a matter of minutes. Sample categories are: B—U.S. Government bonds; E—corporate bonds and notes; J—investment trusts, and so forth.

Location—A code by numbers gives the current location of all securities owned. For example: 1—our office safe; 2—safe deposit box; 3—safekeeping account, New York bank, and so forth.

Fund Account Number—Shows the particular fund asset account to which the security has been debited.

Income Account Number—Gives the account to which income earned by this security is to be credited.

Acquisition Value—The value established at the time of gift, purchase or receipt is carried in this column.

Face Value or Number of Shares—The number of shares are shown in this column if a stock certificate, or the face value if a bond.

Unit Market Value and Total Market Value—Your attention is directed to the right-hand section of the investment securities card. (See inset on opposite page.) By the use of mark-sensing, the current unit value can be posted and the market value of total shares of a particular certificate can be automatically determined by machine multiplication.

The last two columns of the investments register (not shown in illustration) are available for remarks, current notations, details regarding coupons, proxy votings, and other significant data.

Attention should be called to the small "x" section at the top of Columns 54 and 61 of the investment securities card. While neither of these special punches will produce printed data for the investments register report, they are of important significance to our board. We use 54x for keeping a control of securities of a "sentimental nature," which for policy reasons the board does not want to sell at the present time; 61x is used to code all cards where that particular security must be held in accordance with the wishes of the donor. By quick sorting, a tabulated detailed report by either category is readily available.

Reports are prepared by funds and special categories within such funds. Totals by funds are automatically tabulated and a grand total of the entire investment register is available both at acquisition and market value.

Systematic concise reports are expected of college business officers by their boards. In programs such as these we believe we can do much to merit their continued interest and confidence. #

Let's face facts about fire emergencies

Fire Drills and Evacuation Procedures

JOHN J. AHERN

*Professor and Director
Fire Protection & Safety Engineering
Illinois Institute of Technology*

WE HAVE IMPROVED TO SOME EXTENT, in fire safety, but we still have a long way to go. This was dramatically brought out in an incendiary fire a year or more ago in which the lives of several students were snuffed out when they were trapped on the upper floor of a new fire resistive dormitory. While the origin of the fire was unpredictable, owing to the unstable mind of an arsonist, the results were easily predictable, for it is well known that unprotected vertical floor openings are killers and are responsible for most of the loss of life in hotel and institutional fires.

As our children progress through elementary and secondary schools, we protect them with effective fire drills and disaster procedures. Then we send them off to college and promptly forget about fire safety.

As to the need for fire drills, there can be no question. We are all aware of the rules of human behavior and realize that a certain element of muscle training enters into the necessary skills that enable us to stay alive in a

modern, swift moving world. This ranges all the way from the student driver's reactions to the fundamentals of first aid. Certainly, familiarity with those necessary actions for survival in a fire or disaster situation are equally important.

Before discussing the actual evacuation procedures, we should face up to one basic fact. If the building under consideration is of the traditional institutional type with a wide sweeping open stairway and without means of detecting fire during those hours when everyone is asleep, the value of any evacuation plan is doubtful. Occupants of such buildings do not have a chance—they are doomed—for the corridors will be heavily charged with carbon monoxide before the evacuation plan can be put into effect.

TWO SEPARATE PROBLEMS

For purposes of this discussion, let us start with buildings in which the floor openings are protected and a fire detection and alarm system has been installed. We have two separate problems: those buildings used for classrooms and laboratories, and those used for residential purposes. In the case of classroom buildings, the problem is basically the same as encountered in elementary and secondary schools. The plan should include the following basic items:

1. An alarm system of an approved type should be provided, one that can be heard in all rooms and on all floors, including the basement and attic, even though these areas are seldom used. It is essential that the system be tested at least once each quarter or semester to determine whether each bell or horn is actually working, and whether each alarm box will put the system in operation.
2. Approved escape routes should be posted in each room or section.
3. Each instructor should take his classbook and check his students when they have reached the outside, immediately informing the fire authorities in the event that any are missing.
4. Drills should be held at least twice each semester or quarter and at different times so as to vary the locations in which the student will find himself at the time of a drill.
5. Laboratory experiments may present a problem insofar as leaving

them in a safe condition is concerned. This, of course, must be the responsibility of the instructor.

Buildings of the residence type present a considerably different problem. Here we have students asleep on the upper floors and, in most cases, without regular patrol service. Here again we must face up to a basic fact: Unless we have at least hourly patrols of all floors of dormitories and similar structures, we must consider automatic detection systems covering all floors. There can be no compromise on such a matter.

BASIC ITEMS TO BE INCLUDED

With a detection system, or a reliable patrol for detection, the following basic items should be included:

1. A loud approved alarm system that can be heard clearly on all floors and in all rooms must be provided. The system must be tested monthly to ensure that all bells and actuating stations are working.
2. Approved escape routes should be thoroughly discussed and posted in each room.
3. Checkers or monitors should be assigned to check all areas, including washrooms, to be sure all persons have been evacuated.
4. Once outside the building, all residents should proceed to the nearest campus building and a roll call should be taken.
5. Drills should be held at least once each semester or quarter and, of course, preferably at the beginning of each term.

This is just a general outline of the basic elements of an evacuation procedure. Individual circumstances call for variations. Other items that should be considered are first-aid stations, emergency feeding facilities, emergency supplies, such as blankets and clothing, and a communication service to parents and relatives.

One additional precaution should be added to all instructions. The fire department should be notified immediately, and each student and instructor on each campus should be given complete information as to how this is done. Arrangements should be made with the local fire department to dispatch a full emergency crew on all campus calls as those first few moments are critical. #

From a paper presented at the Fourth National Safety Conference, Purdue University.

Our Entry Into the Movie Business

ELMER L. RUMMINGER

Public Relations Director, Bob Jones University, Greenville, S.C.

A FLYING ANGEL BEARING A CAMERA in its arms is the trademark for Unusual Films, the educational motion picture enterprise of Bob Jones University, Greenville, S.C. Dr. Bob Jones Jr., president of the university, explains the choice of a trademark by saying, "The word 'angel' means messenger, and our films are films with a message." (See pages 32,33.)

Dr. Jones Jr., who conceived the idea of a motion picture production unit on the campus, said at the time: "Numerous studios are releasing films of good technical quality but with little or no effective Gospel message. Others are making films which contain the Gospel but which are poorly produced or technically weak. There is a definite need for a studio that will produce films of the highest professional caliber with a strong evangelistic appeal."

Ground was broken for the Unusual Films building in June 1950, and in October of that year the department moved in. Mrs. Gilbert (Katherine) Stenholm was appointed director, and work began immediately on the first film, "Light of the World," an illustrated sermon by Dr. Bob Jones Sr., an evangelist for more than 50 years.

While "Light of the World" was still in the planning stages, Unusual Films began production on its first two color films—a full-length version of "Macbeth," and a 15 minute sacred musical, "Vesper Melodies." All three pictures were ready for release by June 1951, eight months after the building was completed.

A great deal of research and planning had to be done before shooting could begin on these productions. Decisions on organization and types of equipment needed to be made. Mrs. Stenholm, in looking back on this formative period, recalls that her most valuable sources were profes-

sional magazines of the motion picture industry, manufacturers' bulletins, and personal contacts with those already in the business.

The personal contacts were made while Mrs. Stenholm was taking advanced work in cinema at the University of Southern California. She visited several major studios; she had private conferences with producers, directors, production designers, cinematographers, gaffers, and make-up men; she watched them working with the tools of their trade. The result was the decision to set up Unusual Films on 35mm professional standards with the exceptions that the cameras, sound equipment, and editing machines would be 16mm.

The initial investment—the building, equipment, salaries and production costs for the first year—came from the general treasury of the university; however, as soon as the first films were completed, Unusual Films became a self-sustaining operation.

While most of the film production equipment was purchased directly from manufacturers, a great deal was built by the staff. In one instance, the studio acquired a surplus government generator truck, installed in it a 25 kw. A.C. gasoline generator and two diesel generators of 30 kw. each to supply power for location shooting. In addition, mobile and fixed D.C. power sources were devised to provide the current for arc lights.

The staff then tackled the construction of a multi-directional dolly, a microphone perambulator, some specialized lighting equipment, and set-jacks for moving flats. The propellor from a wrecked airplane was used in a home-made wind machine.

Unusual Films' inventory of equipment also includes a camera crane; several 16mm cameras; five 16mm double-sprocketed magnetic film recorders and playbacks; a recording

console; several arc and incandescent projectors, plus the necessary interlock systems. Lighting units include more than 50 pieces of equipment.

Unusual Films was the first to start production of motion pictures employing magnetic sound throughout all of the shooting, editing and re-recording stages until the production is transferred to the release print. Although the magnetic process is much more economical than its optical counterpart, one of the big handicaps recognized early in an operation of this kind was the absence of a satisfactory magnetic film splicer. Members of the staff set about to invent one. The result is a unique splicer, which is now being marketed internationally.

Ten persons, all former Bob Jones University students, comprise the full-time staff of Unusual Films. The director is in charge of production, advertising and distribution of all films, and is head of the division of cinema in the school of fine arts. The production staff consists of a cinematographer, a sound engineer, and an editor. Two secretaries (one of whom doubles as a make-up technician), a distribution clerk, and a bookkeeper are employed in the office. A laboratory supervisor, a photographer, and a technician are employed in the photographic studio and laboratory.

When a major production is in progress, personnel may be assigned to work on the set at a given time; during the relative lull between productions, members of the production staff may be assigned to work in the photographic studio or laboratory.

The professionally trained staff of Unusual Films is augmented by graduate and undergraduate students in the division of cinema, who spend a certain amount of laboratory time learning and helping to perform

(Text Continued on Page 34)



Left: Production crew ready for a take. Scene is fisherman's shop beside Sea of Galilee. This was one of numerous sound stage sets utilizing molded sections of imitation limestone. Below: Director Katherine Stenholm checks camera angle for a take of Roman tavern scene. Below, left: When a "period" film is being shot, it is not at all unusual to see bearded men on the campus.



One of the 35 sound stage sets for "Wine of Morning."

Capture of Barabbas is exciting location shot.



Scenes from

"WINE OF MORNING"

This film represented the product of American colleges and universities at the International Film Festival in Cannes and Paris, France, in May.



Roman soldiers bring the captive Barabbas to Pilate's palace for judgment in "Wine of Morning," color spectacular.



Left: Bob Jones Jr., president of Bob Jones University and author of the novel "Wine of Morning," plays the part of Pilate, Roman governor. Far Left: Pilate and his retinue descend steps of palace as mob awaits the trial of Jesus.

Construction in progress on exterior set.



Actors in place on same set for shooting of scene depicting trial of Jesus.



those tasks in the motion picture studios or the photographic laboratory that are in line with the courses in which they are enrolled.

The director may call upon any other department or faculty member of the university from time to time for specialized jobs, such as costuming, make-up, writing, art work, printing, scene designing and construction, and maintenance of buildings and facilities. In effect, the resources of the entire university are available to Unusual Films when they are needed.

TOKEN PAYMENT TO TALENT

All services except talent are paid for out of the operating budget of the film department. In the case of talent, a token payment necessary to meet legal obligations for full rights to release of the film is made to those participating. Special insurance is carried on all actors and crew during the shooting of the film.

The fact that Bob Jones University offers music, speech and art courses without cost above academic tuition explains the abundance of trained actors and musicians available to the director of Unusual Films. Any of the approximately 3000 students and faculty and staff members of the university may be used in shooting a film, but the department relies most heavily on the speech and music faculties and the staff members of the university's commercial radio station.

It would be nearly impossible to produce motion pictures with such outstanding scenery and costuming were it not for the elaborate facilities of the Classic Players, the university's Shakespeare repertoire group. The university's collection of costumes, armor and jewelry, now valued in excess of \$200,000, was readily adaptable to motion picture use.

Generally, the production techniques employed at Unusual Films compare with those used in any major studio. The specialized problems of set construction and photography for each film must be solved as they arise. "Wine of Morning," a two-hour, full-color spectacular, presented the staff with its greatest production challenges. Its filming posed all the problems usually encountered in making a top 35mm color spectacular, plus a few more that one would naturally expect in a university situation, such as class and teaching schedules for the actors and crew, and the lack of professional servicing

agencies available in motion picture production centers. The production involved 35 sound stage sets, an exterior construction providing nine sets, and a number of location shots done in the surrounding countryside. The cast consisted of 75 speaking parts and 800 extras.

All furniture and properties for the more than 50 sets had to be specially designed. Basic scenery pieces were constructed so that they could be used in different combinations. As many of the sets called for stone walls, particular attention was given to casting the replica material. A framework of 2 by 4's was covered with plaster, molded in the shape of limestone blocks. From this mold, a genuine effect of a massive limestone wall could be obtained at relatively low cost.

Wall segments were made by using old burlap bags soaked in molding plaster. These were spread over the negative mold and allowed to set. Actually, two molds were used; they were so designed that the finished castings could be mounted alternately and upside down in order to provide an nonrepetitious effect in the stone pattern. The castings, which cost about 30 cents each to make, were then nailed to frames and painted.

Squares of wallboard, 4 by 4 feet in size, were lacquered in two basic color combinations to provide "marble" tiles for a variety of floor designs.

CALL FOR SPECIAL DEVICES

Near the end of the picture there is a scene in which a ship hits a reef during a storm. This called for special devices to achieve the desired realism. A steel fulcrum was fabricated so that the 12 by 10 foot platform on which the ship's cabin was built could be rocked. The entire cabin was lifted onto the fulcrum with a fork-lift dolly and adjusted to the approximate center of gravity. Stops were nailed in place to keep it from slipping, and a large coil spring was mounted on each end of the platform to serve as a limit. Two long timbers were extended from each end of the platform to increase the leverage.

During the shooting of the scene, when the ship hit the reef, the cabin was tipped to its limit. In this scene, the character, Barabbas, was hurled against a break-away table. He scrambled to his feet and started up the ship's ladder. Then, as if the

wreck had been hit by a huge wave, 200 gallons of water burst down the narrow passageway hurling him back into the cabin.

The same Roman boat, which figures prominently in several parts of the film, had to be constructed in miniature in exacting detail for the "exterior" shots, and a 50 foot tank "ocean" was built for it on the sound stage.

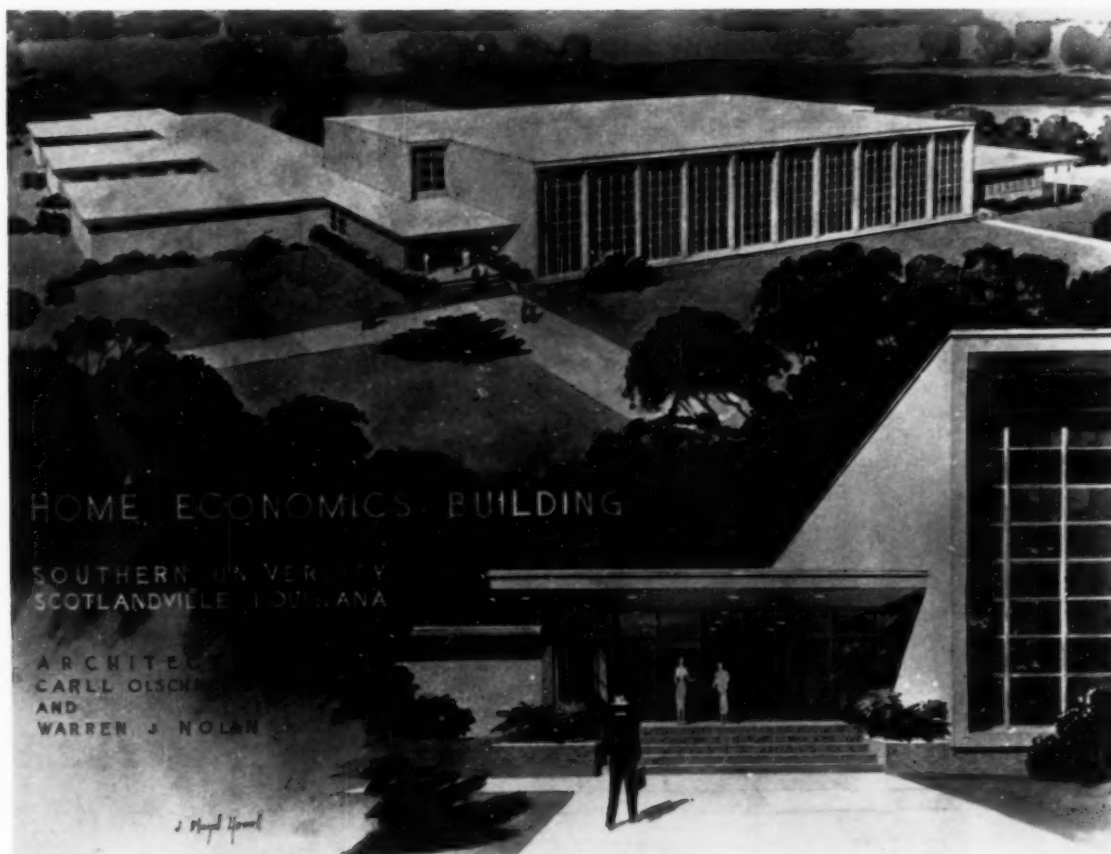
In any modern film production, music is of great importance. The task of preparing this falls to the university's music faculty. In the case of "Wine of Morning," after the score was composed, 40 members of the university orchestra and a choir of 50 voices recorded the music cues.

AUTOMATIC CUEING SYSTEM

With the advent of the television age in motion picture production, technicians of Unusual Films designed an automatic cueing system with which the director can switch from camera to camera without pause. Signal lights mounted on each of the cameras indicate to the actors which one is "rolling." This technic was employed successfully in filming a series of thirteen 13½ minute television talks, "A Look at the Book," with Dr. Bob Jones Jr. A great deal of time and money was saved by shooting the narration for each of the films in one continuous "take." Cut-away illustrations were spliced in later during the editing process.

Even after all of the problems of production have been solved, a last major task presents itself: distribution. It would be impossible for the studio to exist without continuous income from lease and rental of its products. The distribution of the release prints is handled directly from the office of Unusual Films. All productions are available on a per-showing rental basis, and every film, with the exception of "Wine of Morning" and "Macbeth," is also available domestically on a long-lease arrangement.

Requisite to financially successful distribution is a well directed program of advertising. Unusual Films, in line with its type of product, advertises most heavily in religious magazines. In addition, "point of sale" material—such as posters and handbills, news releases, and radio and television copy and promotional film trailers—is supplied upon request. #



A Home for Home Economics

PINKIE E. THRIFT

Director, Division of Home Economics, Southern University, Baton Rouge, La.

IN KEEPING WITH THE PHILOSOPHY of the Southern University building committee—(1) that the responsibility of planning a building should be shared with those staff members who have an interest in it; (2) that it should be planned in terms of its intended use, and (3) that the building should be flexible in design and structure so as to allow for adaptation for increase in enrollment and program changes—we prepared for the planning in the following manner.

The building committee and home economics staff had several meetings in which they shared opinions and ideas that helped in developing a philosophy that was used throughout

this experience. Other meetings included the architects. This orientation into architectural terms gave a broader understanding of technical terms, trends in building construction, and specific requirements that should be taken into consideration in suggesting needs for a new home economics building. Other resource persons were state supervisors of home economics, school lunchrooms and processed foods, as well as specialists on equipment from the U.S. Office of Education.

In preparation for determining the needs for the new building program, the staff did the following:

1. Studied the demands for persons in the area of foods and nutri-

tion: school lunchroom supervisors and managers, hospital dietitians, research workers in foods and nutrition and textiles, and household equipment specialists in industry, radio and TV. We also reviewed trends in merchandising and interior decoration, local and state demands for nursery school, and the demand for certain skills in industry.

2. Examined the program of selected institutions to see what the trend was in curriculum offerings.

3. Attended conferences and workshops. Special problems were always in the realm of the building program. In a household equipment workshop at Ohio State University, the project

for the course was a floor plan for a household equipment laboratory.

4. Examined the literature to see if the trends included cafeterias and nursery schools in such buildings.

5. Examined the existing program.

The home economics division of Southern University offers three four-year curriculums leading to the bachelor of science degree in the following fields: (1) vocational home economics, which prepares students to become teachers of home economics at the secondary level. (2) Foods and nutrition, which prepares students to become managers of dining rooms in institutions, hospitals and public school cafeterias, nursery schools, or business enterprises. (Also, this curriculum gives a background for those who wish to do advanced study in technical fields.) (3) Interior decoration and furnishings, which prepares students for beginning jobs in interior decorating and home furnishing or for establishing a business.

In addition to the three four-year courses, provisions are made for those college students who expect to terminate their formal training at the end of two years. The areas of concentration are: clothing (private dress-making, alteration in stores); foods (food service, catering); home furnishings (slip covers, upholstery).

Future plans include major curriculums in institutional management (education) for lunchroom workers; clothing and textiles (merchandising and teaching); designing, and home furnishing. We reserved the right to explore the possibilities of adding child development, with emphasis on nursery school day care centers.

In keeping with the trends, our summer school program emphasizes workshops in the following areas: short cuts in clothing (two sessions); short cuts in foods; color for the individual and the home; lunchroom workers; nursery school workers; household equipment; home furnishings and interior decoration; family life, and home nursing and health.

Translation of Program into Building Requirements. To create an atmosphere we decided on an entrance lobby large enough for several groups simultaneously to pass in and out of the building, and corridors that are well lighted, airy and wide enough for a large number of persons to pass freely. We specified two lecture rooms, one with two sets of folding doors that can be closed to give privacy for three groups in the one room, or

opened to provide for assembly space for large gatherings, and another lecture room to be located near the nursery school unit where it could serve a dual purpose—as a lecture room and as a laboratory for adult education evening classes in child development.

Also included in our planning were the following:

Foods laboratory No. 1 with a six-unit kitchen and facilities to accommodate 24 students; a laundry unit, and storage space for supplies and large equipment. (The seventh unit serves as a demonstration unit for the instructor.)

Foods laboratory No. 2 with a six-unit kitchen to accommodate 24 students, a laundry unit, and storage room for supplies and large equipment. Between the two foods labora-

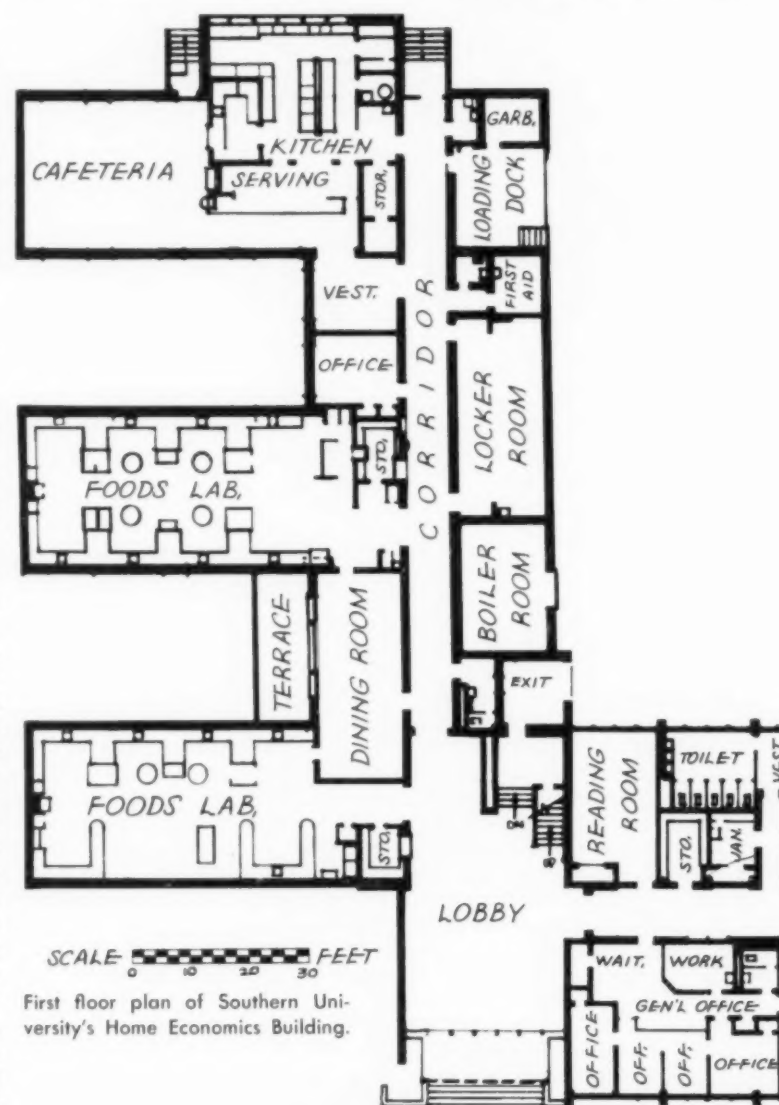
tories, a *dining room* that gives the students opportunity to get additional experience in table services.

A *small cafeteria* and a *quantity cookery laboratory* with seating capacity for 50 to be used for instructional purposes.

A *nutrition laboratory* with facilities for research, including a *dark-room*. Adjacent to the nutrition laboratory, an *animal room* equipped with facilities for their care.

Clothing laboratories No. 1 and No. 2—sufficient in size to accommodate 24 machines with comparable table space for cutting. Located between the sewing laboratories, a *fitting room*. Adjacent to laboratory No. 2, a *workroom* for students in clothing.

A *textile laboratory* with facilities



First floor plan of Southern University's Home Economics Building.

and machinery for testing fibers and fabrics, looms for weaving. Adjacent to it, a room for research in textiles.

Methods laboratory—all-purpose room with complete units in foods, laundry, clothing, child development, and living area.

Household equipment laboratory with space for laundry, food storage and preparation, sewing, cleaning and small electrical equipment—enabling the principles of their operation, use and care to be taught.

Home furnishing laboratory with space for upholstering, drapery cutting and making and with built-in windows for experience in decorating and merchandising.

Nursing laboratory with office adjacent.

Two lounges, one for students and the other for staff members.

One conference room to accommodate approximately 24 persons.

Nap room for commuting students.

Office space for the director with space for secretary, mimeograph room.

Adjacent, a conference room for the staff. (Four offices for the staff are located in the area of foods, clothing and home furnishings; each office accommodates three or four teachers.)

A large *locker room*.

Toilet space for staff and for women and men students.

Storage space in each room, in addition to the storage space in corridors, easily accessible to all areas.

Custodial rooms for janitors on each floor.

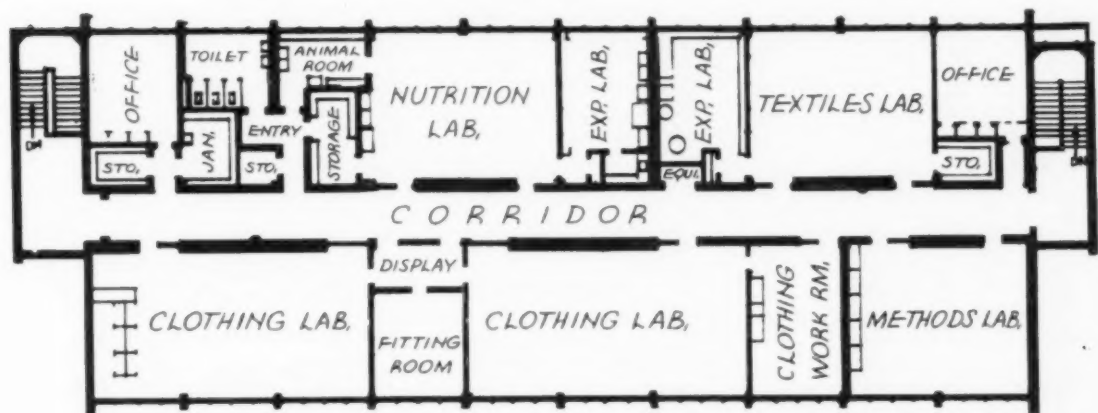
Nursery school that accommodates 24 children, ages 2 to 5 years, with space for playing indoors, eating, sleeping, office, waiting room, kitchen, toilets for children and adults, and an isolation room; also storage for toys, and observation booths.

PROBLEMS ENCOUNTERED

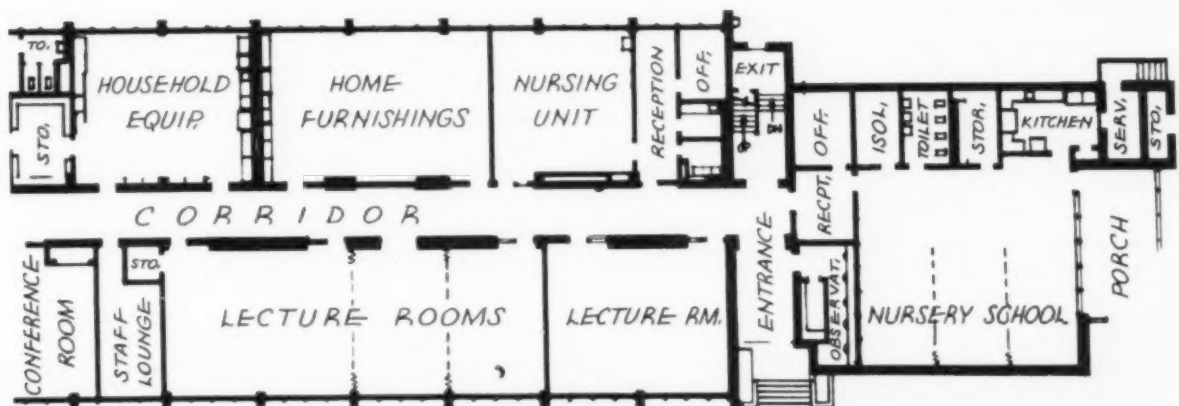
The first and most difficult problem was to grasp a mental picture of space in terms of square feet and to translate it into room size. Then the size of rooms must be interpreted in rela-

tion to their purpose and use. Examples of these problems were: placing the foods laboratory near the household equipment laboratory; the clothing workroom near the clothing laboratory; locating rooms in regard to natural light, ventilation and entrance to the building; determining the amount of square feet per student in a foods laboratory and in relation to the equipment needed in each unit, and arranging the equipment so as to save time and energy in working; in the clothing laboratory, determining the size of the sewing table in relation to the needs of specific courses, the number of students per sewing machine, and the total number of machines per room. Another problem was the multiple use of rooms and other areas.

By the time the architects had completed the plans, building costs had increased, which meant the nursery school had to be eliminated. Because of careful planning this did not affect the architectural structure. #

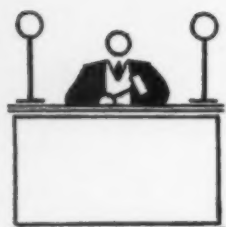


Second floor



Concluding a series of three articles

Some Tax Problems Confronting Colleges



T. E. BLACKWELL

*Educational Management Consultant
Washington University, St. Louis*

LAST MONTH WE DISCUSSED THE TAX status of fellowship stipends and other awards to those not candidates for an academic degree. Let us now direct our attention to the problems of those who are candidates for a degree.

Subsection (b)(1) of Section 117 of the 1954 Internal Revenue Code declares that fellowship stipends of those who are candidates for a degree at an educational institution shall be taxable to the recipient if they represent "payment for teaching, research, or other services in the nature of part-time employment required as a condition to receiving the scholarship or fellowship grant."

On the other hand, the same section of the code states that "if teaching, research, or other services are required of all candidates (whether or not recipients of scholarship or fellowship grants) for a particular degree as a condition to receiving such degree, such teaching, research, or other services shall not be regarded as part-time employment within the meaning of this paragraph."

It is in the interpretation and administration of this portion of Section 117 of the 1954 Internal Revenue Code that most of the apparent inconsistencies and ambiguities of current tax rulings on fellowship stipends are to be found.

Despite the fact that the code declares unequivocally that fellowship stipends are not to be taxed if they represent payment for services required

of all candidates for the particular degree in question, the Commissioner of Internal Revenue has established the following important qualification¹ or limitation to this statutory exemption, as follows:

"With regard to stipends paid to interns, it is the position of the National Office that, where a trainee performs services which are of material benefit to the trainee, such as those performed by interns and assistant residents, and he receives substantially the same amount therefor as is paid to an individual performing similar services, the payment made to him by the trainer constitutes compensation for labor or personal service rendered."

The interns referred to in the foregoing ruling were all candidates for a graduate degree, i.e. M.S. or Ph.D. in their specialty, and the service as intern was a condition required of all candidates for these special medical degrees. They are known as medical fellows. A similar ruling was received with reference to stipends paid to interns serving as a requirement for the degree of master of hospital administration.

Since much of the service rendered by graduate students in the form of teaching, research and as interns is of "material benefit" to their institutions, it has become almost impossible to de-

termine in advance whether a particular fellowship stipend is or is not taxable, if service of any character is rendered by the recipient. Consequently, it has become the practice in several large universities to withhold the estimated tax on all fellowship stipends paid to research and teaching assistants, even though the rendering of such service may be a condition to the awarding of degrees, leaving it up to the individual to apply for a tax refund if he feels that he is entitled to one.

In support of such refund requests, the departmental chairman may give the graduate student a letter to the effect that the teaching or research performed was a requirement for his degree. From correspondence in my file, it is evident that some of these graduate assistants have been successful in obtaining tax refunds on the basis of these letters.

The Commissioner of Internal Revenue and his staff have also been very careful in their rulings under Section 74(a) of the 1954 code, relating to prizes and similar awards, to hold such awards to be taxable income if there is evidence that the award was motivated by an employer-employee relationship. According to a recent tax ruling:²

"An educational institution received a substantial gift from an individual, with the stipulation that it be used solely to supplement one-year's existing compensation of the institute's faculty and related academic staff on the basis of individual merit and special service as distinguished from the general level of performance. It was further stipulated that this be done through the granting of a limited number of awards for outstanding performance."

Requested to rule on the tax status of such awards, the commissioner held that they were taxable under Section 1.74-1(b) of the current income tax regulations, because they were granted by an employer to an employee in recognition of some achievement in connection with his employment. As an achievement in connection with his employment would be the normal and usual basis of an award by an educational institution to a member of its faculty, this section would seem to render it difficult for any educational institution to make a tax free award to a member of its own faculty.

Nonetheless, a midwestern univer-

¹Letter dated Oct. 3, 1955, from the district director of the Internal Revenue Service at St. Paul. See also Revenue Ruling 57-522.

²Revenue Ruling 57-460 26 CFR 1.74-1.

sity succeeded in obtaining a favorable tax ruling³ for a program of awards to members of its faculty to permit those selected to conduct research of their own choice during the summer vacation, even though the awards were paid from its own general funds. Each one selected under this program received a cash stipend or award of approximately \$600, much less than he could have earned if he had accepted full-time employment for the summer.

This favorable ruling was based upon Section 117(h)(2) of the Internal Revenue Code of 1954 and not upon Section 74(a). One is tempted to believe that it makes a difference in the ruling if the revenue officer turns to Section 117(b)(2) rather than to Section 74(a).

However, if some element of benefit to the institution making the award is obvious from the facts submitted, the award is held to be taxable income. This midwestern university made an award to a member of its department of history under its program of summer research. The award was made not from its own general funds but from a grant received from a foundation interested in encouraging religion on the campus. One result of the summer research project would be the completion of an outline of a new course that would be known as the "History of Christianity to Gregory the Great."

The ruling held that the research would be of benefit to the university and hence the award was taxable income to the professor.

Another significant ruling⁴ has been made in connection with 74(a) of the 1954 code. You will recall that if the award is to be tax free, the recipient must have been "selected without any action on his part to enter the contest or proceedings." A prize was offered, with the award to be based upon past academic record and citizenship achievements. The young contestants were required to fill out a form and present themselves for a personal interview. Despite the language of the code, it was held that these actions on the part of the contestants did not make the awards taxable. #

³Letter dated June 28, 1957, from the director of the tax rulings division of the office of the Commissioner of Internal Revenue.

⁴Letter dated May 9, 1957, from the same division.

⁵Revenue Ruling 57-67, Internal Revenue Bulletin 1957-7 pp. 9-10.

How 62 American colleges are

Handling Short-Term Emergency Loans

WARREN O. WITTEKIND

Field Relations Director
Nebraska State Teachers College, Chadron

"HISTORICALLY, THERE HAVE TENDED to be two colleges on every college campus. One college was made up of courses, offered by professors; . . . another college was made up of student activities outside classes and beyond college requirements." So states H. C. Hand in "Campus Activities."

Just as there have tended to be two colleges, so have there tended to be two types of student loans: short-term emergency loans and larger, long-term loans covering tuition, fees, room and board.

Student loans might well be classed with "that other college made up of activities beyond college requirements." This idea is substantiated by Mr. Hand: "If there is any earnest desire on the part of a college that democracy as a way of life shall persist and develop, there is the responsibility of providing for every student a real opportunity for the necessary guidance in democratic living."

The ability to borrow money and establish credit is a phase of the democratic way of life.

What is the best way for a student to experience this form of democracy when he has to borrow money to meet a nonrecurring type of debt?

A study made by W. Robert Bokelman, and reported on in *COLLEGE AND UNIVERSITY BUSINESS* for April 1954, found that 87 per cent of the schools surveyed made definite provisions for the short-term emergency or nonrecurring loans. This in itself would

seem to indicate how frequently students need this type of aid.

With the aid of a Carnegie research grant, the survey described here was made of 62 colleges and universities in the Great Plains area: Nebraska, Wyoming, North and South Dakota, Iowa, Illinois, Colorado, Kansas and Missouri. The purpose was to find the best way to handle short-term loans.

To a questionnaire mailed to 75 schools in the aforementioned states, 62 complete replies were used in compiling the results. Of these, 31 replies were from publicly controlled schools and 31 from privately controlled schools.

Later, a similar questionnaire was mailed to banks. For the most part these were banks in college towns in which the colleges had reported the banks were not too cooperative. This was in part verified, as only 20 banks out of 45 replied, or 44.4 per cent, whereas 82 per cent of the schools queried had replied.

The questionnaires returned from colleges showed that 95 per cent, or 59 of the 62 that replied, had student loan funds. The answer given by the 5 per cent that did not have student loan funds was similar to the one given by a college in Montana: "We believed we should not be in the credit business and thus have removed ourselves completely from it."

One of the questions asked of those schools having student loan funds



Courtesy, Upper Avenue National Bank, Chicago

Students can be advised to discuss the matter of a loan with their local banker. Borrowing from a bank is the best way to establish a credit rating.

was: "Are your short-term emergency loans handled differently than longer-term loans which include tuition and fees?" Four of the schools did not answer this question, but 61 per cent, or 36 of the 59 schools that had loan funds, indicated they handled all the loans in the same manner, that is, they had the same method of application, same approval from instructors and/or parents, and the like.

Nineteen of the schools had an entirely different form and method of applying for short-term emergency loans. In most cases the money for these loans came from a different fund than that for the long-term loans.

Loans are given to individuals. Some pay back their loans promptly; others are slow. With this in mind, the next question asked was: "Have you had any trouble with collections?" Of the 59 schools having loan funds, 14 per cent indicated they had no trouble at all. The rest of the schools said they had some problems.

The same 59 schools also answered another question: "Has having a loan fund increased the administrative work so much that you have had to hire extra help?" Nine of the schools replied in the affirmative; they had hired extra help. Forty-five schools said no extra help had been hired but that they had noticed an increase in the work load. Five schools did not answer this question.

Many educators believe one of the things a college should do for a student is to prepare him to accept financial responsibility. In *COLLEGE AND UNIVERSITY BUSINESS* (February 1952), an article by P. W. Hayden,

controller at the University of Nevada, contained the following statement: "One of the most important functions of a college is, presumably, to prepare a student to adjust successfully to his position in life following graduation. Acceptance of financial responsibilities is part of the adjustment."

This was the basis for the main, or thesis, question in the questionnaire: "What do you think of the idea of letting students go to a bank for a loan?" Thirty-eight of the 62 schools, or 61 per cent, thought it was a good idea. Ten were not sure, one way or the other. The 14 schools that were opposed were pretty much in agreement: "Not a good idea because it would cost the student too much money for interest."

The respondents answered another question: "If you think it is a good idea for a student to obtain a loan from a bank, do you think the school should have some sort of a guarantee or fund to take care of the bank if the student should default?" Forty of the schools answered "no." Most of the answers were qualified in the manner aptly expressed by a South Dakota college: "The relationship of the student and the bank is in the nature of a business transaction—with all the obligations. We believe this experience with monetary matters to be a part of the student's education."

Eleven schools that believed there should be some sort of a fund to back bank loans wanted this fund primarily to induce the banks to offer lower interest rates to students.

Although there were not many banks that answered the question-

naires, the 20 that did said they make short-term loans to students. It is interesting to note that banks in larger towns—more than 20,000 population—demand co-signers, while the banks in small towns, serving small colleges, regard it this way: "We look upon this activity (granting emergency loans) as a public service, and we do not ask for a reserve or a co-signer."

The bank that made the foregoing statement (Cattle National Bank, Seward, Neb.) added: "We are well aware of the contribution that small colleges are making and are definitely interested in cooperating in any way."

The consensus of the bankers was that students should borrow from a bank whenever possible as it would help them establish a credit rating. They also believe that colleges are not in business to lend money, but to provide an education. The assistant cashier in one of the larger Omaha banks wrote that only bankers are trained for lending money. "Bankers know better who can qualify for a loan than do educators," he said.

Since 38 of the 62 schools responding to the questionnaire favored the idea of a student going to a bank to obtain a loan, it would seem to indicate that perhaps many educators agree with the last statement.

If the educators who opposed the idea of students going to a bank for a loan could get together with the banks, it would appear that, provided the banks had some sort of a reserve similar to HELP in Massachusetts (Higher Education Loan Plan), they would be willing to lend money to students at lower rates.

If the student could borrow from a bank he would be helped in two ways: adjusting to financial responsibilities, and establishing a credit rating. This last point of view was summed up by S. J. Sedlacek, small loan auditor of the First National Bank of Omaha: "You can't get anywhere without credit, and a bank is the best place to establish it."

However, the survey also introduced another hypothesis.

It seems that most of these loans cover such emergencies as unexpected doctor or dental bills, loss of eyeglasses, or the like. Nine respondents do not believe a school should help out in such situations by means of a loan. They are of the opinion that a complete health insurance program for the student would be much better. #

BECAUSE OF THE VERY NATURE OF THE internal auditing field, it provides an ideal training ground for future administrators.

The characteristics of internal auditing that make it highly adaptable to a training program for administration are: (1) Internal-auditing work is not a routine operation—it can be interrupted at will and then later picked up (without damaging the efficiency of the organization), thus giving it the flexibility required for training programs. (2) The work carries one legitimately across departmental barriers, even to the extent of giving access to departmental files and records, thus affording a far-flung variety of experiences and problem situations—the kind needed for administrative training. (3) If the institution chooses one of its own trainees to fill an administrative vacancy, it obtains one already familiar with its policies, procedures, operations, personnel and records.

Training programs may be classified in various ways:

1. According to purposes—training
 - a. For the internal organization
 - b. For outside organizations
 - c. To reinforce trainee's studies
 - d. To reinforce trainee's teaching
2. According to type of trainee and time period
 - a. Undergraduate student—training during year
 - b. Graduate student—training during year
 - c. Undergraduate student—training during summer
 - d. Graduate student—training during summer
3. According to availability of trainee and time period
 - a. Full-time—temporary
 - b. Full-time—permanent
 - c. Part-time¹—during the year
 - d. Part-time¹—summer only

Although a trainee, technically, may not be a student, he usually takes a graduate course or some outside instruction to strengthen a particular field of endeavor or to prepare him for the certified public accountant's examination. Under certain conditions, a limited amount of course work is allowed free of tuition.

The training program during the year is made up, predominantly, of part-time undergraduate students. The summer program consists, usually, of graduate students who have been doing part-time teaching during the year and want a summer's reinforcement

¹Half days are most desirable.

Auditors Aid Administration Through Training Programs

A. E. MARIEN

Internal Auditing Division, University of Illinois, Urbana

for their studies or for their teaching. As far as the value of the preparation for the C.P.A. examination, in the case of a trainee intending to enter business administration, is concerned, administrators are divided. Some regard the C.P.A. certificate as highly important for the business-administrator trainee; others regard a diversified background as necessary. In the institutional field, *College and University Business Administration* points out as desirable, "accounting, business law, economics, investments" and familiarity "with the general concepts of educational philosophy and administration."²

In the bursar's office of a university, a personnel problem developed—a supervisor was reentering the armed services. The business office administrators, in looking toward the auditing division for a solution to their problem, spotted a young man who, coincidentally, had just passed his C.P.A. examination. This trainee had started with the auditing division on a part-time basis as a junior accountant. After completing the requirements for a bachelor's degree in accountancy, he studied for the C.P.A. examination. In the meantime, he was promoted to senior accountant.

Here was the logical man to fill a vacancy in the business-administrative ranks. Later, the business officers were faced with an organizational problem. The supervisory replacee in the bursar's division had grown to such an extent that the organizational problem was resolved by giving him added duties in connection with the work of the comptroller's office.

²National Committee on the Preparation of a Manual on College and University Business Administration, *College and University Business Administration*, Vol. 1. Washington, D.C.: American Council on Education, 1952.

The regular auditing staff, which has a responsibility for training administrators, faces a dual rôle—that of practitioner and teacher. Since the natural environments for these two are totally different, it is difficult for the auditors to perform both functions in the one environment, e.g. that of an office. The classroom, usually, is the natural environment for a teacher. And the classroom most always has a noncompetitive environment, at least as far as the teacher is concerned. This factor is quite logical since the true teacher should be interested, predominantly, in other people.

The environment of a practitioner, on the other hand, is more competitive, so that he is concerned about self primarily. In the second place, the natural environment of a teacher is constantly changing. The typical office environment, however, changes so infrequently in comparison to the classroom that each practitioner in an office situation learns well the good and bad points of every other practitioner. Thus, the teacher requires a broad type of tolerance—the kind that will accept many different people not too well known; the practitioner requires a deep type of tolerance—the kind that will accept people despite their bad points.

A central truth in the area of human understanding is that no one, including one's self, is perfect. So the regular auditor who is involved in a training program must be both competitive and noncompetitive or selfish and selfless and must tolerate people from both a broad as well as a deep point of view. In addition, this auditor must be both practical and theoretical. And it is the latter element that makes the auditor participating in a training program truly professional. #



Special lighting units have been designed for the high level illumination required for critical seeing tasks in the laboratories of Indiana's new biological sciences building.

Lighting the Laboratory Table

for critical seeing tasks

E. P. BARDWELL

*University Architect
Indiana University, Bloomington, Ind.*



Students, when seated, can see both instructor and chalkboard over the top of laboratory table lighting fixtures.

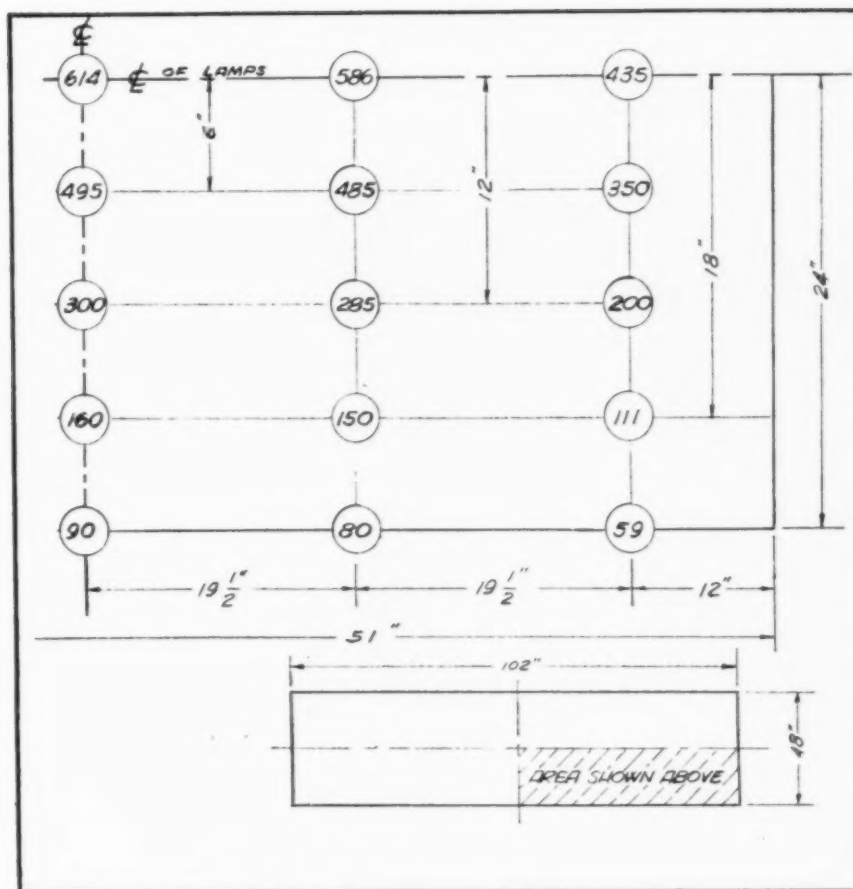


Diagram showing footcandle readings at various distances from the center line of lamps on laboratory tables. The normal spot for placing the microscopes has a reading of 200 to 300 footcandles.

WHEN JORDAN HALL, INDIANA UNIVERSITY's new biological sciences building, was in the planning stage, the academic building committee requested that a search be made to see whether the usual clutter of lights found on a laboratory table could be eliminated. This would necessitate finding lighting equipment which, while supplying high level task lighting for critical work, such as dissection and so forth, would also provide proper and adequate illumination for microscopes.

No such fixture could be found, so a study was started to determine if such a fixture could be designed. If the fixture were to function satisfactorily, three basic conditions must be met. These were: (1) The light must be of such intensity as to permit the use of microscopes at any point on the table top; (2) the nature of the

light source must be such that no image of it would be apparent in the microscope mirror, and (3) the students, when seated, must be able to see the chalkboard and instructor over the top of the fixture.

With the assistance of our buildings and grounds department, a mockup was made consisting of a two-tube fixture, 4 feet long, with the tubes installed on pivots. After considerable study it was determined that a unit could be built that would satisfy all requirements.

The result is a continuous, two-tube fluorescent fixture, only 16 inches high, with the tubes placed one above the other. A parabolic reflector projects the light to the edge of the tables and the superimposed tubes produce a band of light wide enough to prevent tube reflections being visible in the microscope mirror. The design and

construction were worked out between the university and the company that makes the fixture.

It has been so successful that we are again using it in the new Medical Science Building now under construction at the university's medical center in Indianapolis. The design has been slightly changed to take advantage of developments in fluorescent lighting since the installation in Jordan Hall.

The ballasts for the new technician units are high power factor, 800 MA. Initial footcandle readings on 8 foot lamps are illustrated in the diagram above.

Depending upon the student's position at the table, laterally, the area in which microscopes are used normally ranges from above 300 to about 200. For other close inspection or viewing, more than 500 footcandles are available nearer the center lines.

Food Service Institute

July 21 to 23

INSTITUTE FACULTY

WILLARD J. BUNTAIN
COL. GEORGE E. DANALD
FRED ECKFORD
HENRY ESPERSON
PAUL FAIRBROOK
FERN GLEISER
HAROLD W. HERMAN
GEORGE L. HORNER
MICKEY HOUSTON
LYLAS KAY
W. PRICE LAUGHLIN
J. N. MCKELLIN
DOUGLAS OSTERHELD
CHRISTINE PENSINGER
LESLIE SCOTT
M. K. SHAW
CLINTON A. WALL
MARGARET WYLIE

INSTITUTE DIRECTORS

WILLARD J. BUNTAIN
Director of Housing
Northwestern University

HAROLD W. HERMAN
Editor, College and University
Business

LYLAS KAY
Director of Residence Halls and
Commons, University of Chicago

DELEGATES PLANNING TO ATTEND THE 1958 COLLEGE FOOD SERVICE Institute July 21 to 23, under the sponsorship of COLLEGE AND UNIVERSITY BUSINESS in cooperation with Northwestern University and the University of Chicago, should send tuition checks for \$17.50 to "Food Service Institute." Mail checks c/o College and University Business, 919 North Michigan Avenue, Chicago 11, Ill.

Harold W. Herman, editor of COLLEGE AND UNIVERSITY BUSINESS, will make reservations for hotel accommodations for delegates at the Hotel Knickerbocker, Chicago, where all Food Service Institute sessions will be held. Delegates should advise him as to date and time of arrival so that hotel accommodations will be ready.

MONDAY, JULY 21

General Organization

Presiding: Willard J. Buntain, director of housing, Northwestern University.

9:30—Opening remarks, Robert M. Cunningham, vice president, Modern Hospital Publishing Co.

9:35—Are You a Manager or an Operator? Leslie Scott, vice president, Fred Harvey Restaurants.

10:00—Discussion.

10:20—Residence Hall Food Service, M. K. Shaw, director of residence halls, Cornell University, Ithaca, N.Y.

10:45—Discussion.

11:00—Food Cost Control, Henry Esperson, accountant, Horwath & Horwath.

11:25—Discussion.

New Technics

Presiding: Lylas Kay, director of residence halls and commons, University of Chicago.

2:00—Food Preservation Through Radiation, Col. George E. Danald, Quartermaster Department, U.S. Army.

2:30—Discussion.

2:45—Utilization of Scale Models in Kitchen Planning, Christine Pensinger, food service consultant, Van Nuys, Calif.

3:30—Discussion.

3:45—What's Wrong With College Food Service? W. Price Laughlin, president, Saga Food Service, Kalamazoo, Mich.

4:20—Discussion.

4:45—Adjournment.

TUESDAY, JULY 22

Problem Clinic

Presiding: Fern Gleiser, professor, school of business, University of Chicago.

9:00—Utilizing Student Labor in College Food Service, Clinton Wall,

director of food service, Walla Walla College, Walla Walla, Wash.

9:45—Discussion.

10:00—Basic Principles in Interior Decorating of Dining Halls, George Horner, university architect, State University of Iowa.

10:35—Discussion.

10:50—Increased Efficiency Through Remodeling of Food Service Facilities, Douglas Osterheld, associate director, Wisconsin Memorial Union, University of Wisconsin.

11:30—Discussion.

What's New

Presiding: Paul Fairbrook, director of auxiliary enterprises, Northern Illinois University, DeKalb.

2:00—How Kitchen Gadgets Can Save Time, Labor and Money, J. N. McKellin, director of food service, Wheaton College, Wheaton, Ill.

2:45—Discussion.

3:00—Leave Knickerbocker Hotel by chartered bus to inspect Pfaelzer Brothers, Chicago packing house, pioneers in prefabricated meat merchandising.

4:50—Buses return to Knickerbocker Hotel.

WEDNESDAY, JULY 23

Merchandising

Presiding: Harold W. Herman, editor, College and University Business.

9:00—Merchandising—From Both Sides of the Fence, Margaret Wylie, food service consultant, Chicago.

9:30—Discussion.

9:45—Vending Machines on Campus, Fred Eckford, purchasing agent, Illinois Institute of Technology.

10:30—Discussion.

10:45—How to Buy in the Produce Market, Mickey Houston, president, Mickey Houston Company, Chicago.

11:45—Discussion.

12:00—Luncheon at Jacques French Restaurant.

Adjournment



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NEWS

**Business Management Courses Ready . . . Student Suspensions Follow
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Postpayment of Tuition Fees . . . Seven Presidents to Visit U.S.S.R.**

Ninth Annual Business Management Course at Omaha Begins July 27

OMAHA, NEB.—The ninth annual short course in college business management, pioneered at the University of Omaha by the late Charles W. Hoff, will be presented here July 27 through August 2, Frank H. Gorman, director of the workshop and dean of the college of education, announces. All sessions will be held in the new air conditioned library-adult education conference center.

The short course series is designed to provide every student with five summers of work, each comprising one week of concentrated study of 36 clock hours. If credit is desired at the graduate level, full details of the program can be obtained from Roy Robins, director of the graduate division at the university.

Because all sections in the workshop are limited, reservations will not be guaranteed until a \$5 deposit is mailed with the advanced registration, and the same is accepted and acknowledged, it is announced. Registration will be completed at the university between 2 and 4 p.m. Sunday, July 27. The opening convocation address by Dr. Milo Bail and an orientation tour will be held Sunday evening.

(Continued on Page Op. 49)

Cornell Students Riot; Four Suspended

ITHACA, N.Y.—President Deane W. Malott of Cornell University was recently heckled by students in a demonstration assuming riot proportions as a result of a proposed rule by the university administration banning the invitation of women to apartments of men students living off campus.

As a result of the student riot, four students were suspended.



E. Lyle Goss, manager of the University of Washington bookstore, Seattle, is seen here receiving the Time, Inc. First Annual Award as the National Association of College Stores "Manager of the Year." Making the presentation at the 35th annual N.A.C.S. convention, held recently in Los Angeles, is Mary Johnson Tweedy, head of Time, Inc.'s college department. Mr. Goss served as president of N.A.C.S., in 1955-56.

He started in the book business as an undergraduate at the University of Washington, and after a hitch in the navy returned to the store as a department manager in 1928. He was promoted to assistant manager in 1932, general manager in 1946.

West Coast Workshop in Business Management From August 17 to 22

MENLO PARK, CALIF.—The fourth annual West Coast workshop in college business management will be held at Menlo School and College at Menlo Park from August 17 to 22.

First-year courses at the workshop will deal with general administration problems, accounting concepts in collegiate institutions, budgets, public relations, and government relations. The second-year courses available will

(Continued on Page 48)

Two-Week College Business Management Institute at Kentucky

LEXINGTON, KY.—Plans for the sixth annual College Business Management Institute at the University of Kentucky have been completed, according to Frank D. Peterson, vice president for business administration at the university. The institute sessions will be held from July 21 to August 2.

The first week of the institute will be spent attending classes and lectures on the campus. Students obtaining credit for the courses will receive assignments for independent work to be completed by arrangements with the faculty. Students not registered for credit will have no assignment for the second week.

(Continued on Page 50)

Advocates Postpaid Education, Not Prepaid

NEW YORK.—"College tuition should be financed over the lifetime of the student, up to 40 years, instead of four years," says Seymour E. Harris, chairman of the department of economics at Harvard University. Dr. Harris made this statement in an address before the Metropolitan College Public Relations Council at Queens College.

He supported the idea of a postpaid education against even the prepaid variety because bills would be paid out of "a rising income of the future rather than the low income of the past as is done now."

"It is a travesty on American economic life," he said, "that each family on the average has an indebtedness on housing and consumer durable goods of \$3000 and the total amount of loans outstanding to college students from institutions of higher learning is \$5 per capita."

New Hampshire Given Academic Freedom Award

DENVER.—The first Alexander Meiklejohn Award for academic freedom was presented to President Eldon L. Johnson and the trustees of the University of New Hampshire by the American Association of University Professors at its recent 44th annual meeting.

President Johnson and the board of trustees were cited for their service to academic freedom in permitting Paul M. Sweezy to address students at the University of New Hampshire in the spring of 1956. At that time the New Hampshire supreme court had upheld Mr. Sweezy's conviction for contempt of the New Hampshire courts, and considerable opposition to his appearance on the university campus had been voiced throughout the state. The U.S. Supreme Court later reversed that decision.

The award was established in honor of Dr. Meiklejohn, former president of Amherst College, philosopher and proponent of civil liberties.

New Center Helps College Applicants

OXFORD, OHIO.—A recent plan has been developed by the Association of College Counselors to provide a clearing center to help high school graduates get admitted to college. Harry M. Gerlach, association president and admissions director of Miami University said here. A Sloan Foundation grant has been provided.

According to present plans, the center would operate as follows: A qualified high school graduate who has not found a college by June 1 would be instructed to write the College Admissions Center, Glenbrook High School, Northbrook, Ill. Registration forms will be sent with the payment of a \$10 fee. When a college has openings, its admissions director can check the files of the center and select students to invite for applications.

Seven College Presidents to Visit Soviet Union

WASHINGTON, D.C.—Plans for seven U.S. college presidents to visit the Soviet Union for a three-week study of higher education there have been completed and personnel of the group determined.

Edward H. Litchfield, chancellor of the University of Pittsburgh, will head the delegation. Other presidential members of the group include: T. Keith Glennan, Case Institute of Technology; Herman B. Wells, Indiana University; Deane Malott, Cornell University; Harry D. Gideonse, Brooklyn College; Gaylord Harnwell, University of Pennsylvania, and Franklin D. Murphy, University of Kansas.

It is reported that a similar Soviet delegation will pay a return visit. The college presidents are expected to pay their own way.

Want Change in Party Ruling at Wisconsin

MADISON, WIS.—According to a recent news story, out of 230 University of Wisconsin women students polled on the subject of apartment parties, 94 per cent stated that they had attended one or more of the forbidden apartment parties, which "mixed girls, boys and martinis."

The girls are reported to be unanimous in favoring a change in the university rule prohibiting girls from attending parties in men's living quar-

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ters without a chaperone. It is reported that the issue may be considered soon by university officials.

Predicts Bright Future for Educational TV

COLUMBUS, OHIO.—Within 10 years, every independent educational television station will be operating on more than one channel, John F. White, general manager of WQED, Pittsburgh, predicted May 12 at Ohio State University's 28th Institute for Education by Radio-Television.

Mr. White said that transmission power and other costs will be low and the demand on the part of schools for television service will be so great that stations "cannot afford for the long pull *not* to operate additional channels."

There are "thousands of UHF channels," he said, "and no reason why we can't be assigned any number we may require."

He predicted also that within the next decade "no independent station now on the air will operate on a budget of less than a million dollars annually, and none of us will telecast fewer than 75 hours a week."

If educational TV stations are to be a force in their communities and thus earn support, they must be "willing to be bold and to face issues," Mr. White said. "This includes the religious and the political as well as social and philosophical, for unless we provide an honest and completely free arena for debate, unless we take advantage in the public interest of the peculiar freedom that is ours, we will never be this force."

The educational television stations have no corner on education, no option on culture, he pointed out. "Some of the finest educational and cultural programming on the airwaves today comes from commercial outlets."

Strip-Tease Party Results in Suspensions

PRINCETON, N.J.—Princeton University recently suspended six undergraduates as a result of a police raid in early May which found strip-tease dancers in residence hall rooms of the university.

One of the dancers, attempting to leap from a second floor, spent approximately two weeks in the Princeton hospital recovering from head injuries, but the other entertainer has not been identified.

West Coast Workshop

(Continued From Page 46)

deal with general administrative problems, advanced study on accounting concepts, purchasing philosophy and objectives, public relations techniques, operation and maintenance, and administration of noninstructional personnel in small colleges.

Serving on the faculty are: Raymond W. Kettler, controller, board of regents, University of California; Charles W. Lamden, chairman of the division of business, San Diego State College; Dr. Clarence Scheps, vice president, Tulane University; L. Terry Suber Jr., superintendent of buildings and grounds, University of California at Davis Campus; Stanley D. Zemansky, purchasing agent of Autonetics, North American Aviation, Inc., Los Angeles; Mildred L. Foreman, personnel officer, University of California, Los Angeles, and Harold W. Herman, editor, COLLEGE AND UNIVERSITY BUSINESS.

During the last three years, the West Coast workshop has experimented in methods of presentation aimed at greatly reducing the learning time for those new in the field. The seminar type of program is said to have proved most effective, particularly when carried out in a residential setting. This year, plans are being made to invite college executives from all parts of the nation to attend.

The workshop program of activity will begin with a dinner at 7 p.m. on Sunday, August 17. Classes will begin the following morning and continue until early afternoon of Friday.

Ford Foundation's Chairman Resigning

NEW YORK.—H. Rowan Gaither Jr., chairman of the board of the Ford Foundation, states that he will resign from the chairmanship at the next annual meeting of the foundation in December.

Mr. Gaither was elected president in March 1953, succeeding Paul G. Hoffman, and was named chairman of the board of the Ford Foundation in May 1956, succeeding Henry Ford II. He held both the chairmanship and presidency until October 1956, when Dr. Henry T. Heald was named president.

Mr. Gaither will resume his law practice and other interests in San Francisco.



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Trimester Plan Adopted by Pitt

PITTSBURGH.—Dr. Edward H. Litchfield, chancellor of the University of Pittsburgh, announced in May that the university has adopted as a policy the trimester calendar plan aimed at increasing the effectiveness of the entire educational program.

In announcing that the plan had been adopted, Dr. Litchfield said that its implementation will not be put into effect next fall but will be delayed until a study is made of the implications of the total program.

The trimester was recommended for adoption by the university's committee on a trimester calendar after a seven-month study by faculty, students and administration.

Dr. Litchfield listed the following considerations that must be studied carefully before the new program goes into effect:

1. The voluntary aspects of the plan, which must be preserved for both students and faculty.
2. Cost and income factors involved in implementing the trimester calendar must be studied for their impact on faculty and students.

3. Possible impact on research commitments, which must not be jeopardized.

4. Details of the calendar, which must be worked out in terms of needs and problems of the clienteles of the various schools.

The plan, which calls for an academic year of three semesters instead of the usual two, will enable the student to obtain a more thorough education in the same span of time now required to complete four years of college work.

Fresno State College Dedicates New Campus

FRESNO, CALIF.—A week-long series of dedication ceremonies were recently completed here in connection with the establishment of a new campus for Fresno State College. The college has a \$25 million plant on a 900 acre campus.

At the official dedication, Dr. Robert G. Sproul, president of the University of California, noted that Fresno State College, now 47 years old, was one of 11 state colleges in California. Four others have recently been authorized.

Omaha Short Course

(Continued From Page 46)

Courses being offered this year include basic lectures in college and university administration by Dr. John Dale Russell, recently named director of institutional studies, New York University; budget preparation and control by Dr. Clarence Scheps, vice president, Tulane University; purchasing philosophy and objectives by James J. Ritterskamp, vice chancellor, Washington University, St. Louis; administration of noninstructional personnel, Donald E. Dickason, director of nonacademic personnel, University of Illinois.

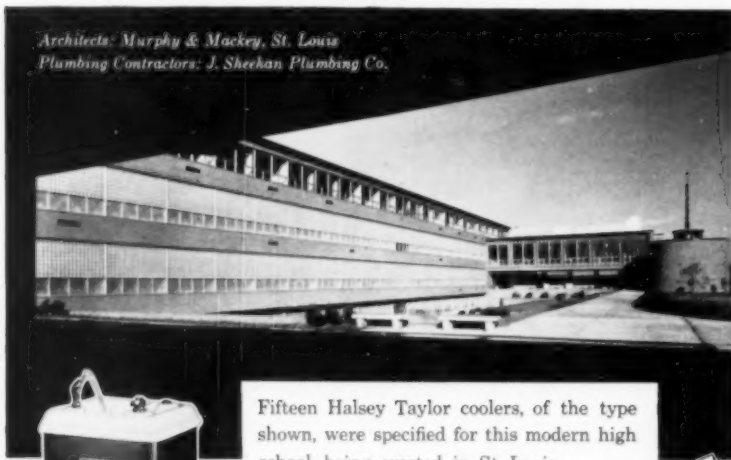
In addition, other courses on practical accounting and reporting will be presented by Dr. Scheps; auxiliary enterprise operations by Elmer Jagow, business manager, Knox College, Galesburg, Ill.; public relations objectives and technics by Harold W. Herman, editor, COLLEGE AND UNIVERSITY BUSINESS; buildings and grounds administration and work scheduling by J. D. Advers, director of physical plant at the University of Texas Dental Branch in Houston; research technics, by Donald Emery, dean of adult education, University of Omaha; casualty insurance problems by George Barker and Charles Martin, Omaha insurance men; college staff benefit plans, Donald S. Willard, Teachers Insurance and Annuity Association of America; planned maturity, Dr. Rowland Haynes, president emeritus, University of Omaha; administration of noninstructional personnel departments by Mr. Dickason; purchasing technics, Dr. Ritterskamp.

Planning consultants and members of the advisory committee for the short course include: John Dale Russell; T. N. McClure, business manager and treasurer, University of Rhode Island; Bert C. Ahrens, executive secretary, National Association of Educational Buyers; Harold W. Herman; Elizabeth J. Carbon, secretary and business officer, The Cooper Union for the Advancement of Science and Art, New York; Francis J. Brown, staff associate, American Council on Education, Washington, D.C., and William C. Greenough, president, T.I.A.A. and C.E.R.F., New York.

Dr. Milo Bail, president of the University of Omaha, will address delegates attending the short course, at the opening convocation session, which will be held on Sunday evening, July 27.

Bishop DuBourg High School, St. Louis

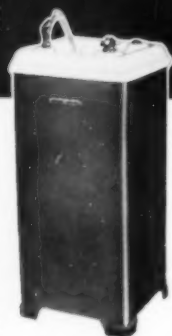
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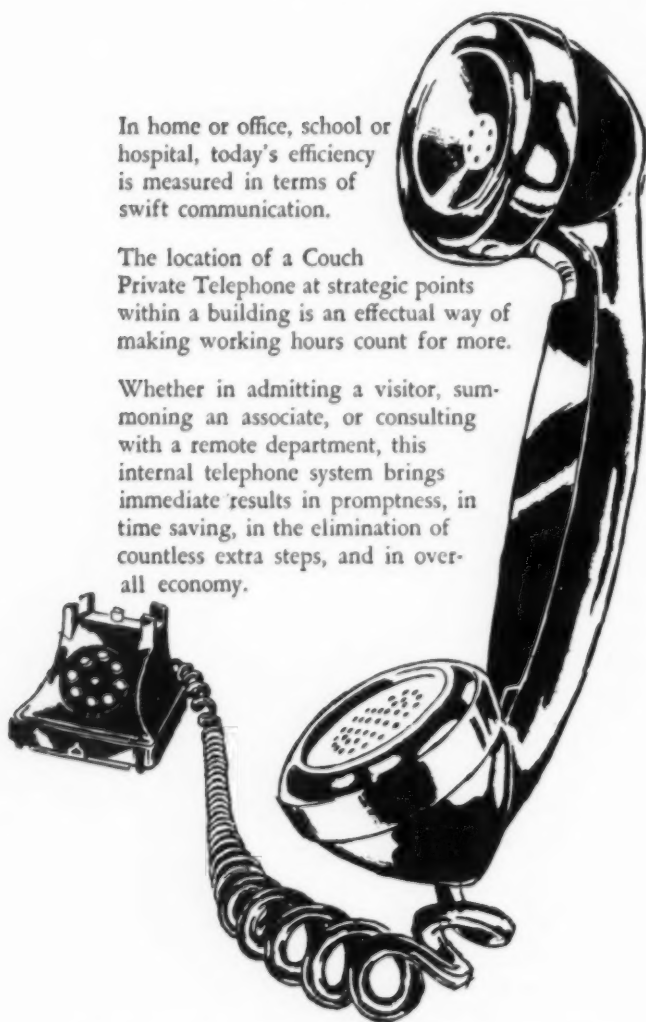
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Kentucky Institute

(Continued From Page 46)

The first-year course consists of 18 hours devoted to lectures in college business management, six hours to purchasing for educational requirements, six hours to operational maintenance of the physical plant, four hours to public relations, and two hours to current national problems in education.

The second-year course consists of six hours devoted to budget preparation and control, six hours to administrative organization, six hours to nonacademic personnel administration, six hours to institutional accounting and reporting, five hours to operations and maintenance technics, two hours to public relations, two hours to current national problems, and three hours to basic lectures.

The third year is devoted to case studies and problems encountered by college business management personnel.

Those who will serve on the faculty include: George F. Baughman, vice president and treasurer, New York University; A. Paul Nestor, supervisor of purchases, University of Kentucky; W. Ellis Jones, business manager, University of Florida; Francis C. Pray, director of public relations, University of Pittsburgh; Sam F. Brewster, director, physical plant department, Brigham Young University; E. B. Farris, chief engineer, maintenance and operations, University of Kentucky.

Others are: Leslie L. Martin, dean of men and associate professor of education, University of Kentucky; Powers Jones, internal auditor, University of Kentucky; Herbert H. Hays, manager, Berea College Stores, Berea College; Marie E. Fortenbery, manager, food storage center and director of food services, University of Kentucky; H. D. Pratt, supervisor of inventories and stores, University of Kentucky.

In addition, those assisting in the work of the institute include: N. R. Elliott, professor of horticulture and field agent in landscape, University of Kentucky; M. M. White, dean of the college of arts and sciences, University of Kentucky; David K. Blythe, O. W. Stewart, and W. W. Walton, professors in the college of engineering, University of Kentucky; W. Robert Bokelman, specialist, U.S. Office of Education, Washington, D.C., and Ernst V. Johnson, architect, Brock and Johnson, Lexington, Ky.

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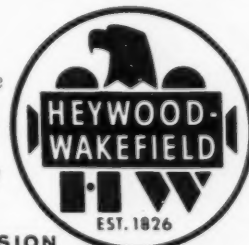


DESK TOP AFTER THE FIRE



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National Association of College Stores

President: Helen Amberg, Campus Store, Colgate University, Hamilton, N.Y.; general manager: Russell Reynolds, Box 58, 33 West College Street, Oberlin, Ohio.

National Association of Physical Plant Administrators of Universities and Colleges

President: M. F. Fifield, University of New Mexico; secretary-treasurer: A. F. Gallistel, University of Wisconsin.

National Association of Educational Buyers

President: George Warren, Baltimore, Md.; executive secretary: Bert C. Ahrens, 1461 Franklin Ave., Garden City, N.Y.

Association of College and University Housing Officers

President: William C. Wells, University of Maine; secretary-treasurer: Leonard A. Schaadt, University of Michigan. Convention: Aug. 3-6, Buffalo, N.Y.

College and University Personnel Association

President: Diedrich K. Willers, Cornell University; secretary-treasurer: Shelton F. King, Carnegie Institute of Technology; executive secretary: Donald E. Dickason, University of Illinois, Permanent headquarters, 809 S. Wright St., Champaign, Ill.; Kathryn Hansen, editor, C.U.P.A. Journal. Convention: Aug. 3-6, Purdue University, West Lafayette, Ind.

Associations of College and University Business Officers

American Association

President: William M. Jones, North Carolina College; secretary: S. V. Jeter, Clark College, Atlanta, Ga.

Central Association

President: Robert W. Hoefler, University of Cincinnati; secretary-treasurer: Ralph Olmsted, Evansville College, Evansville, Ind.

Eastern Association

President: Edward K. Cratsley, Swarthmore College; secretary-treasurer: Kurt M. Hertzfeld, University of Rochester.

Southern Association

President: G. C. Henricksen, Duke University; secretary: C. O. Emmerich, Emory University.

Western Association

President: Duncan I. McFadden, Stanford University; secretary: Robert B. Gilmore, California Institute of Technology.

Canadian Association of University Business Officers

President: G. A. Grimson, controller, McGill University; secretary-treasurer: F. J. Turner, Carleton College.

Association of College Unions

President: J. Wayne Stark, A. & M. College of Texas; secretary-treasurer: Edgar A. Whiting, Cornell University; editor of publication: Porter Butts, University of Wisconsin.

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NAMES IN THE NEWS

D. Grier Martin, treasurer and business manager of Davidson College, Davidson, N.C., for the last seven years, was unanimously elected president of the college by the board at its semi-annual meeting in May. He succeeds President Emeritus **John R. Cunningham**, whose resignation was announced Feb. 20, 1957. **Dr. Clarence Pietenpol**, dean of the faculty, has been acting president.



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Robert C. Proffitt, acting head of the food service department at Pennsylvania State University since October, has been named director of food service. Mr. Proffitt first joined the food service staff at Penn State in 1949 as manager of food stores and foods

buyer. He succeeds **Mildred A. Baker**, who resigned in October.

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L. E. Lewis has been named director of admissions at Christian College, a junior college for women at Columbia, Mo. Mr. Lewis assumed his duties June 1, succeeding **Neil Freeland**, now assistant director of admissions at the University of Missouri.

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Father Hesburgh

Rev. Theodore M. Hesburgh, C.S.C., has been reappointed president of the University of Notre Dame, according to an announcement by the Rev.

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Robert J. Roush, auditor in the controller's office of the University of Michigan since 1955, has been named cashier of the university. He succeeds the late **Gordon B. Jory**.

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J. M. Burgoyne

James M. Burgoyne, former assistant director of student housing at Southern Illinois University, Carbondale, has become director of housing at Northern Illinois University, DeKalb.

"STILL LOOK LIKE NEW!" FLORIDA PRINCIPAL WRITES OF DURHAM FOLDING CHAIRS

Giving complete satisfaction, Durham chairs do double duty in this "Cafetorium." From Madeira Beach Elementary School, St. Petersburg, Principal Robert L. Moore writes: "We like DURHAM folding chairs . . . they are easily, quickly placed in position or stored in limited space. Our custodian finds them easy to handle . . . they do not mar the floor tile in any way. They get more than average use. But, today, they still look like new . . . very comfortable, too."



Durham folding chairs will please you too, from the standpoints of initial cost, handling, maintenance and service. Write today for complete catalog of tubular and channel steel frames, all-metal and upholstered styles, for adults and children. Also folding tables, chair-ladders, steel shelf units. Be sure of the best—buy DURHAM.

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Tablet
Armchair



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New Folding
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Dr. Howard F. Schomer, currently a member of the staff of the World Council of Churches with headquarters in Geneva, Switzerland, has been appointed president of Chicago Theological Seminary to succeed **Dr. Arthur Cushman McGiffert Jr.**, who will retire this year.

Dr. Charles Caldwell Ryrie, associate professor of systematic theology at Dallas Theological Seminary, Dallas, Tex., will become president of Philadelphia Bible Institute on August 1.



Edgar A. Whiting

Edgar A. Whiting, assistant director since 1930 of Willard Straight Hall at Cornell University, Ithaca, N.Y., will succeed **Foster M. Coffin** as director when Mr. Coffin retires at the end of the present academic year.

Rudolf F. Vogeler has been named assistant to the president and associate professor of business administration at Drexel Institute of Technology, Philadelphia. On September 1, **Elizabeth A. Boyajian**, assistant registrar, will succeed **Helen J. Tavenner** as registrar.



Asa S. Knowles

Dr. Asa S. Knowles, president of the University of Toledo, has been named president of Northeastern University, Boston. On July 1, 1959, he will succeed **Dr. Carl S. Ell**, president of Northeastern since 1940.

Donald Greenaway, former director of the School of Hotel, Restaurant and Institutional Management, Michigan State University, has been appointed assistant executive vice president of the National Restaurant Association with headquarters in Chicago.

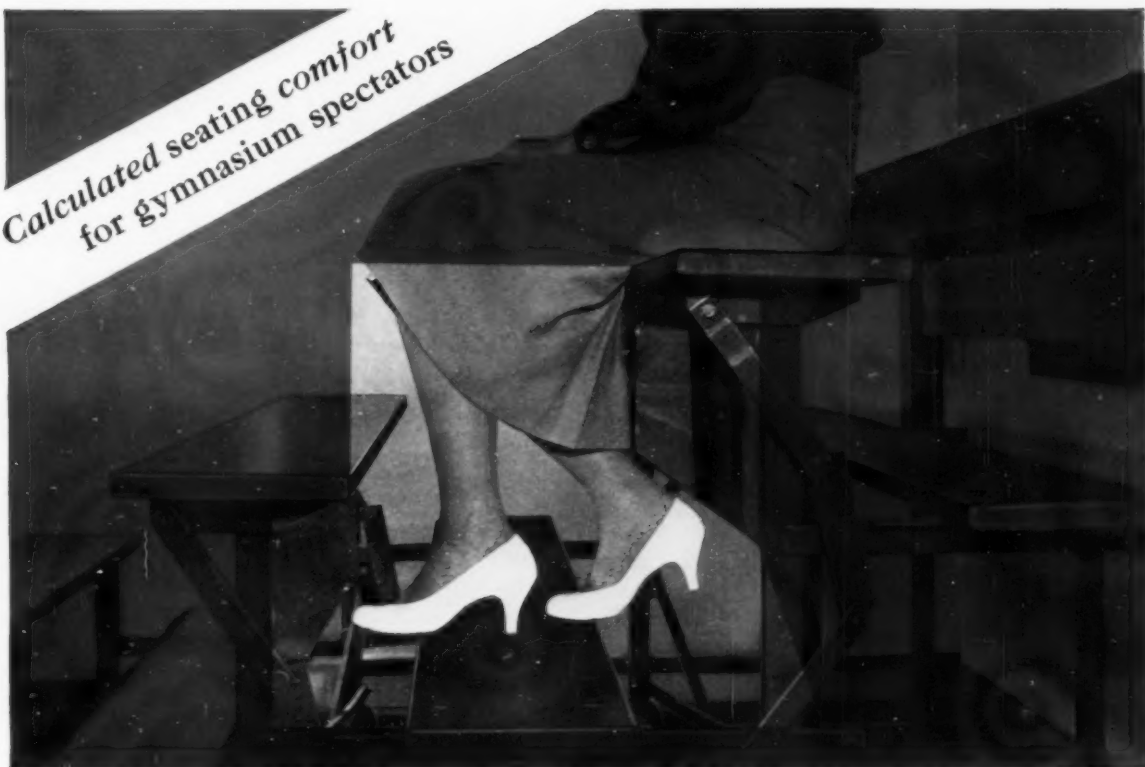


Arthur S. Flemming

Dr. Arthur S. Flemming, president of Ohio Wesleyan University, Delaware, Ohio, has been appointed by President Eisenhower as Secretary of the Department of Health, Education and Welfare, succeeding **Marion B. Folsom**, who is retiring in order to return to business life.

(Continued on Page 60)

Calculated seating comfort
for gymnasium spectators



Universal Roll-A-Way[®] Bleachers provide more comfortable leg room than any others

When selecting or specifying gymnasium bleachers, it is only natural for you to favor those which provide maximum seating in minimum space... for economy's sake.

But what about the spectators? Are you considering their *comfort*? Cramped seating facilities don't encourage big turn-outs for basketball games or other events.

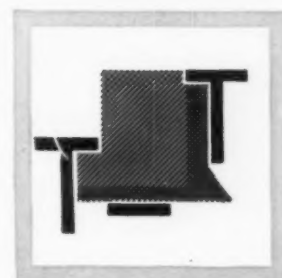
Here is the answer:

When designing Roll-A-Way Bleachers, Universal engineers calculated seating comfort for spectators and attained maximum seating in minimum space as well. This exclusive design was based

on the fact that, without a backrest, a bleacher seat could be comfortable only when there was ample room for a spectator to move his feet freely and balance his body.

In the illustration above, notice the seated spectator's natural, comfortable position. There's ample room for feet in any desired position... extended or drawn back under the seat.

Make all the tests you wish. Compare design, construction, dimensions, seating area... and you'll find that Universal Roll-A-Way Bleachers offer the greatest possible comfort in gymnasium seating. Write for free catalog.



The extra distance from seat board to foot board (18½") and the position of the vertical filler or riser board (centered under seat) assure maximum space per spectator... permitting normal positions of feet drawn back under the seats. Compare this with other makes which have 2" or 3" less space and vertical filler boards flush with seat fronts (smaller total area shown in lighter tone of illustration above).

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View of the TK-15 Vidicon Camera as seen from the front. Note 9-inch 4 lens turret, which can accommodate zoom lens and 3 standard lenses.



Rear view showing large 7-inch viewfinder and controls.

Expandable

WITH RCA

This is a high quality vidicon camera which meets professional standards in many ways yet is available at a price consistent with educational budgets. The TK-15 is dependable, easy to operate and maintain, and built to endure rough usage—it is the finest quality vidicon camera yet developed for educational needs.

TK-15 features include the following: feedback circuits for constant high-quality pictures . . . built-in test signals for maintenance of peak performance . . . a 7-inch viewfinder for easier focusing and framing of pictures . . . a four lens turret large enough to permit simultaneous mounting of zoom and standard lenses . . . sturdy camera construction. These features result in the reliability and performance required by effective educational programming.

Educational TV systems may begin with a single TK-15 camera as a nucleus, and then be expanded to include film and slide facilities, as well as additional live cameras—all without rendering obsolete original equipment.

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Building 15-1, Camden, N. J.
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for Educational Television

RCA Vidicon Camera System

TYPE TK-15 VIDICON CAMERA

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1. Start with one-camera system. The TK-15 is the heart of a basic television system.



2. Expand to include film and slide accessories using the same camera.



3. Expand to a two-camera system with film and slide accessories.



4. Expand to a system with two live cameras and full film and slide facilities incorporating vidicon film camera.



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Dr. Lauren Schwisow, formerly vice principal of Scottsbluff High School, Scottsbluff, Neb., was recently elected superintendent of schools and president of Scottsbluff Junior College. On June 1 he replaced **Otto G. Ruff**, who is resuming his studies for his Ph.D. degree at the University of Nebraska.

Frederick P. Thieme, chairman of the department of anthropology at the University of Michigan, was named assistant to the president at the University of Washington, Seattle. He will take office August 1 when **Charles E. Odegaard**, dean of the University of Michigan College of Literature, Science and the Arts, assumes the presidency of the University of Washington.

Rev. Jerome J. Marchetti, S.J., dean of the college of arts and sciences, has been appointed executive vice president of St. Louis University, effective August 15, according to the **Very Rev. Paul C. Reinert, S.J.**, president of the university. This will enable Father Reinert to devote more time to planning and preparing for the expansion that the university must undertake in the coming decade.

Ross Alger, executive secretary for development for Rider College, Trenton, N.J., has been named director of development at Worcester Polytechnic Institute, Worcester, Mass.

Dr. Harold W. Stoke, dean of the graduate school of arts and sciences at New York University, has been named president of Queens College, New York City. Dr. Stoke was president of the University of New Hampshire from 1944 to 1947, and of Louisiana State University from 1947 to 1951.

Dr. Arthur L. Knoblauch, former president of Minnesota State Teachers College, Moorhead, Minn., on July 1 will become president of Western Illinois University at Macomb. Dr. Knoblauch succeeds **Dr. Frank A. Beu**, who resigned in January. **Dr. William Lipsey**, dean of faculty, has served as acting president of Western Illinois since Dr. Beu's resignation.

Alice Margaret Bowers, director of university dining halls at Yale University, is retiring this month after having been a member of the Yale University staff since 1931. She has been director of the dining halls since 1939.

Dr. Francis H. Horn, former president of Pratt Institute, Brooklyn, N.Y., has been appointed president of the

University of Rhode Island, Kingston, succeeding **Dr. Carl R. Woodward**, who will retire June 30.

Dr. Benjamin Fletcher Wright, president of Smith College, Northampton, Mass., since 1949, has submitted his resignation, effective in June 1959. Dr. Wright told a faculty meeting recently that he intended to return to study and writing in his special field of American constitutional history and thought. He has accepted a fellowship at the Center for Advanced Study in the Behavioral Sciences at Palo Alto, Calif., beginning in the fall of 1959.

Mrs. Ralph V. Longyear, formerly associate director of development at Mount Holyoke College, South Hadley, Mass., will become director of development on July 1. **Clara R. Ludwig**, formerly associate director of admissions, has been appointed director of admissions.

T. C. Carlson, vice president for finance at the University of Arkansas and a member of the university staff for the last 43 years, will retire July 1. **James E. Pomfret**, business manager of the university, will succeed him. Mr. Pomfret's title will be changed to vice president for business. Mr. Carlson, who is now also university treasurer and secretary of the board of trustees, will retain the treasurer's post on a part-time basis. Succeeding Mr. Pomfret as business manager will be **E. A. Walker**, controller at the University Medical Center at Little Rock. **John Carney**, assistant controller, was named controller.

Carl E. Steeb, secretary of the board of Ohio State University for more than 50 years, died recently at Columbus. Mr. Steeb began his association with the university in 1899.

Dr. Franklyn Bliss Snyder, president emeritus of Northwestern University, Evanston, Ill., died recently as a result of a heart ailment. Dr. Snyder was president from 1939 to 1949.

Dr. George W. Frasier, lecturer in education at Stanford University and president emeritus of Colorado State College of Education, died recently at Phoenix, Ariz., at 67 years of age.

Dr. Benjamin F. Hubert, former president of Georgia State College for Negroes, died recently in an Atlanta hospital after a cerebral hemorrhage.

Rev. Dr. Harvey D. Hoover, 77, former president of Carthage College, Carthage, Ill., died recently at Gettysburg, Pa.



Official Rectangular Backboard. 3/4" Herculite tempered glass cushioned in Neoprene. Sturdy metal frame. Medart also makes a ruggedly framed, thick plywood rectangular backboard, a favorite for practice.

The best your money can buy!



Official Fan-Shaped Backboard. Herculite tempered glass cushioned in Neoprene. Double angle welded frame. Will replace any Medart fan-shaped steel backboard. (Not shown) Medart's famous Official fan-shaped steel backboard built of a single 12-gauge shell, channel reinforced.

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Accountant—Diversified experience; graduate-level education, and pertinent interests could fit your accounting needs; resumé furnished upon request. Write Box CW 387, COLLEGE AND UNIVERSITY BUSINESS.

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Building or Maintenance Engineer—Twenty-five years experience; ten years supervisory experience dealing with construction and maintenance contractors, tradesmen, preventive maintenance programs; heavy experience in electrical, heating, and ventilation equipment; have complete working knowledge of the various trades; member of the American Institute of Electrical Engineers and National Association of Power Engineers; willing to assume complete responsibility of new start-up or existing operation; present location New York State; age 51; would relocate. Write Box CW 399, COLLEGE AND UNIVERSITY BUSINESS.

Business Manager, Treasurer, Administrative Assistant—College, university, education board, foundation, etc.; eight years' experience all phases business office administration, including auxiliaries, maintenance; former state board administrative assistant, systematizing, consultant, research auditing, etc.; colleges thereunder; manuals; presently Southern manager, 1360 enrollment; University Accounting Degree. Write Box CW 432, COLLEGE AND UNIVERSITY BUSINESS.

Business Manager, Treasurer, Controller—Man; age 37; college graduate; trained and experienced in all phases of college financial and business management; presently associated with large metropolitan area university in a responsible position; desires position as business manager, treasurer, or controller with a college or university located in a smaller city or semi-rural area. Write Box CW 374, COLLEGE AND UNIVERSITY BUSINESS.

Business Manager, Treasurer, Controller—Medium-sized college; age 30; family; trained, experienced, diplomatic; prefer Southeast U.S.; available October. Write Box CW 419, COLLEGE AND UNIVERSITY BUSINESS.

Business Officer—Career administrator seeks major responsibility small residence college or preparatory school of quality in town or rural environment; excellent 12 year record as plant director, comptroller, president's assistant, business manager of ranking coed, men's and women's colleges; fully experienced finance, personnel, purchasing, plant, construction, all auxiliaries; congenial faculty, staff, student relations; early 40's; family; available midsummer. Write Box CW 393, COLLEGE AND UNIVERSITY BUSINESS.

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Food and Management Executive—Experienced; presently employed; offers special talent in missionary work and development of new business; has a varied knowledge of personnel and public relations and managerial organization; available to firm, school, or college with challenging opportunities; will relocate. Write Box CW 416, COLLEGE AND UNIVERSITY BUSINESS.

Food Service Director—Successful experience in developing university food service department during period of rapid growth and expansion of physical facilities; emphasis on quality food, student satisfaction, cost control, budgeting, good personnel practices, careful long range management. Write Box CW 420, COLLEGE AND UNIVERSITY BUSINESS.

Food Service Manager—Age 44, married; at liberty July 1st, looking for new contact; fully experienced in food preparation and service, analysis and control, purchasing, menu planning and budgeting. Write to Box CW 422, COLLEGE AND UNIVERSITY BUSINESS.

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Superintendent or Assistant Superintendent of Buildings and Grounds—Married man, two children; 13 years' experience of municipal property management and maintenance; personnel record exceptional; experience in supervisory capacity; available immediately; will relocate; personal interview requested; reference furnished. Write Box CW 403, COLLEGE AND UNIVERSITY BUSINESS.

Supervisor of Buildings and Grounds—Engineer, Graduate Mechanical; thoroughly experienced in construction, plant operation, maintenance and administration; desires assignment as supervisor of buildings and grounds. Write Box CW 421, COLLEGE AND UNIVERSITY BUSINESS.

Bookstore Manager—Theological school and liberal arts college in New Jersey has an opening for experienced manager; should be familiar with all bookstore procedures, accounting, purchasing of text and trade books, stationery, supplies, apparel, and miscellaneous items. Send resumé together with references and salary required to Box CO 266, COLLEGE AND UNIVERSITY BUSINESS.

Director of Physical Plant—Engineer, preferably M. E. with college or university experience; growing established university of 1500 students, new buildings, 107 acre campus in San Antonio, Texas. Send personnel resumé, salary requirement, to Box CO 268, COLLEGE AND UNIVERSITY BUSINESS.

Food Service Director—For a new student union building; faculty rank and excellent salary offered; located Midwest; state college; includes full responsibility, supervision of food operations and food service planning; college or university degree required. Send resumé of training and experience to Box CO 269, COLLEGE AND UNIVERSITY BUSINESS.

Housing Manager—Director of housing for 799 students; largely new facilities to be opened September, 1958; no food service responsibilities; training or experience in resident hall management or similar setting, and successful employment record required. Apply to Comptroller, UPSALA COLLEGE, East Orange, New Jersey.

Superintendent of Buildings and Grounds—Church related co-educational liberal arts college in middle eastern state; man with administrative experience in college maintenance and service management preferred; include education, age, experience, and salary requirement in resumé. Write Box CO 267, COLLEGE AND UNIVERSITY BUSINESS.

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Merchandise Wanted—Used Dorm furniture; large lots of same model from colleges, institutions, etc.; anywhere in U.S.A. AJAX FURNITURE OUTLET, INC., 9602 Ditmas Avenue, Brooklyn 36, New York.

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Bookstore Manager—Established liberal arts college for women in Western New England; text, trade and paperback books, stationery, supplies, greeting cards and art supplies; experience in merchandising and general book trade desirable. Address qualifications to Box CO 257, COLLEGE AND UNIVERSITY BUSINESS.

The rates for classified advertisements are: 20 cents a word; minimum charge, \$4. (No charge for "key" number.)

Forms close 25th of month preceding date of issue.

COLLEGE AND UNIVERSITY BUSINESS

919 N. Michigan Avenue, Chicago 11, Ill.

WHAT'S NEW

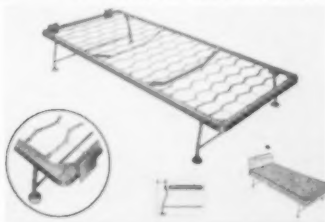
June 1958

Edited by Bessie Covert

TO HELP you get more information quickly on the new products described in this section, we have provided the postage paid card opposite page 80. Circle the key numbers on the card which correspond with the numbers at the close of each descriptive item in which you are interested. COLLEGE and UNIVERSITY BUSINESS will send your requests to the manufacturers. If you wish other product information, just write us and we shall make every effort to supply it.

Spring Bed Base Is Multi-Purpose Unit

Designed for use as a bed or a couch, the new improved Harvard Spring Bed Base has rounded, reinforced corners to



minimize bruises and to protect walls. The Spiro Springs ensure maximum tension for comfort in sitting as well as in sleeping. The buttress-like flared leg design of the restyled unit increases the rigidity of the bed and prevents it being pushed into the wall. The spring base is adaptable for use with or without a headboard and is 76 inches long. Harvard Mfg. Co., 7619 Grand Ave., Cleveland 4, Ohio.

For more details circle #455 on mailing card

Modern Metal Furniture for Dormitories and Unions

A complete line of contract furniture for school and college use in dormitories, lounges, student unions and similar areas is announced. The new line combines a coordinated selection of lounge furniture, including davenport, arm chairs, sectionals, ottomans and double seat benches, with tables, desks, and similar items.

The Howell line of modern metal furniture includes table tops in several wood-grain plastics, two-tone inlay combinations and other designs in durable laminated plastic made to withstand institutional use. Chair frames and table legs of tubular steel are finished in Bronzetone or in Blactone. The tapered legs have brass ferrules and self-leveling feet. Upholstered pieces are available in a wide selection of upholstery covers, including plastics, fab-



rics and other materials. Cushions are of a patented "No Sag" spring construction with reversible spring filled or foam rubber cushions. The Howell Co., St. Charles, Ill.

For more details circle #456 on mailing card

Kodak Movie Film Cleaner Removes Dirt As It Lubricates

Two purposes are served by the new Kodak Movie Film Cleaner. It has a lubricant added which restores the proper amount of lubricant to the film while removing dirt and old lubrication. It prolongs the life of the film by minimizing the causes of damage. The lubricant eliminates stickiness which causes unsteadiness of the picture image and sound distortion.

Eastman Kodak Co., Rochester 4, N.Y.

For more details circle #457 on mailing card

Sipco Cigarette Container for Wall Mounting

The new Model 4J Sipco cigarette container is designed to be permanently mounted on walls, posts, columns and other public areas for disposition of cigar and cigarette stubs. Both canister and supporting bracket are permanently installed to prevent pilfering. Cleaning is solved through the rugged, lightweight molded glass fiber inner unit which lines



the heavy duty cast aluminum Jumbo canister. When the canister is partly filled with water, cigars and cigarettes dropped through the large hole in the canister lid go out at once. Model 4J is available in either Deluxe polished finish, standard black crinkle finish or in any color specified. Three message decals are available for the side of the container or it can be ordered "less decals." Standard Industrial Products Co., 920 N. Garfield, Peoria, Ill.

For more details circle #458 on mailing card

Panatone Acoustical Pads Are Non-Combustible

Composed of resin-bonded spun mineral wool fibers enclosed in a flame resistant envelope, Panatone Acoustical Pads are non-combustible. They are designed for use in standard 12 by 24-inch metal pan acoustical ceiling systems. When used in standard perforated metal pans, Panatone Pads have a Noise Reduction Coefficient of 85 per cent. They are lightweight, resilient and easily installed. Baldwin-Hill Co., 500 Breunig Ave., Trenton 2, N.J.

For more details circle #459 on mailing card

Dorm-Bilt Mattress Now Has Sanitized Ticking

Clean, sanitary mattresses for each new pupil or staff member in dormitories and



faculty housing units are now possible with Simmons Sanitized Dorm-Bilt Mattresses. The Sanitized ticking does not produce heat, yet it is waterproof and can be washed repeatedly without affecting the process, which seals the mattress so that no moisture can penetrate it. Sanitizing does not affect the appearance, feel or color of the ticking, yet it inhibits the growth of germs and bacteria, retards the growth and action of fungi, and is anti-static, non-toxic, non-irritating and resistant to mold and mildew. Simmons Company, Merchandise Mart, Chicago 54.

For more details circle #460 on mailing card

Low Initial Cost in Movable Wall System

Many design refinements of advanced prefabricated wall systems are incorporated into the new Hauserman low-cost movable wall system. Low initial cost is claimed as the feature of the new Type HP wall system which is of fireproof and sound-resistant steel and glass construction. It has full-flush panels with single line joints and complete reusability of all components after the wall is changed in design or relocated.

The Type HP movable wall has fully-adjustable ceiling trim to compensate for ceiling level variations, adjustable door frame, narrow base with provision for



concealed lay-in wiring, rock-wool insulated panels finished in permanent low-gloss baked enamel and a choice of wall treatments. E. F. Hauserman Co., 2100 Keith Bldg., Cleveland 15, Ohio.

For more details circle #461 on mailing card

What's New . . .

Zippered Covers on "Finlandia" Furniture



"Finlandia" is the name given to the attractive modern line of lounge chairs and settees, introduced by The B. L. Marble Chair Company. The comfortable, durable

foam rubber cushions have zippered covers available in a variety of materials. The removable covers permit changes in color schemes and facilitate cleaning. The walnut wood frames can be finished to match any sample. **The B. L. Marble Chair Co., Bedford, Ohio.**

For more details circle 462 on mailing card

Auditorium Air Conditioner Provides Heating and Cooling

The new Nesbitt AudiCon is an auditorium air conditioner in the full sense of the word. It is designed to provide year round comfort for high occupancy areas of the school, including auditoriums, gymnasiums, libraries and general purpose rooms. Heating, ventilating and natural

cooling are provided in cold weather, while in warm weather the same unit provides dehumidification, mechanical cooling and ventilation.

The return air bypass is an exclusive control feature of the new AudiCon, in which outdoor air required for ventilation must pass through the cooling element. Outdoor air is thus dehumidified while being cooled and ventilated. Designed to operate at highest delivery with the least possible noise, the AudiCon is particularly adaptable to auditorium use. An exclusive silencer discharge plenum further minimizes any operational sounds. The AudiCon installed in a properly designed system for heating, can have cooling added later without relocating. **John J. Nesbitt, Inc., State Rd. & Rhawn St., Philadelphia 36, Pa.**

For more details circle 463 on mailing card

low maintenance / all metal

NO-SAG BUNK BEDS



for dormitories, hospitals, institutions



Stylized metal ends equipped with double wedge-locks are combined with famous No-Sag "flat top" spring units to provide the ultimate in a rugged, maintenance-free convertible assembly. In two styles: the "Metropolitan", above and "Sunburst" at left. Write for further details.

no-sag
NO-SAG SPRING CO.
Executive Offices
Detroit 13, Michigan

One-Person Operation for Du-Honey Table-Bench Unit

The new Du-Honey 312 folding table-bench combination unit can be handled by one person. It is a portable unit which will seat 16 adults comfortably and has easy access on either end, free of obstructions or braces. The synchronized control of both the table tops and the benches makes it easy for one person to open or



close the entire unit without effort. It can be handled by custodian, teacher or pupil with equal ease.

The unit supplies a 12-foot table, 30 inches wide. When folded it occupies only 41 by 29 inches of storage space. Four smooth-rolling, non-marking swivel ball bearing casters make it easy to move. Plastic is used for tops, benches and the special edging on the tables and benches and the understructure of structural steel tubing has an all-steel apron. **Midwest Folding Products, Roselle, Ill.**

For more details circle 464 on mailing card

Portable Atomic Laboratory for Science Instruction

High school and college science classes can now have an atomic laboratory at low cost. The Model AK-3 is a compact, portable and complete atomic laboratory that has research accuracy. It is designed for science instruction as well as providing an economical installation for research workers with limited budgets. It features a compact, versatile scaler-ratemeter and a range of accessories for all types of atomic science training programs, research measurements with geiger tubes and scintillation counters and applications employing radioactive tracers. **Nucleonic Corp. of America, 196 Degraw, Brooklyn 31, N. Y.**

For more details circle 465 on mailing card

(Continued on page 66)



Now is the Time... TO PLAN SUMMER CLEAN-UP



The HILLYARD "MAINTAINEER" helps YOU put Economical Renewal in your Floor Care Program

Summer gives you an ideal chance to put your gym floor—in fact, *ALL Floors*—in top condition for Fall. Planning your summer clean-up *now* will insure best use of this opportunity.

But to give best results in terms of year-long wearability—year-long top appearance—year-long economies through simplified maintenance—your summer refinishing should be fitted into the year's complete floor care program.

Call in your Hillyard Maintaineer®. He's a trained floor care specialist, with years of experience helping draw up programs of the type you need. Each Hillyard Plan is tailored to the special needs and conditions of an individual institution.

He'll give you practical suggestions, such as:

Why sand away your flooring, when you can strip the finish?

Why apply an inferior finish when for pennies more you can apply one that will wear three times as long?

Why not choose a treatment that will hold top appearance and wearability with half the maintenance time?



Call the Maintaineer—now! His service is Free, without obligation. He's "On Your Staff, Not Your Payroll."

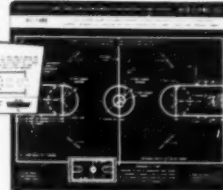
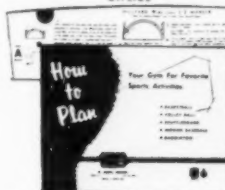
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E-Z Marker for new Free-Throw Circles



Gym Floor Blueprint File for Layout and Lining

How to Plan Your Floor for Favorite Sports Practical ideas and how-to-do-it instructions make gym floor marking easy.

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☐ Please give me the FREE Hillyard helps shown above.
☐ Please have the Hillyard Maintaineer call to help me plan my summer clean-up program.

Name _____

Institution _____

Address, _____

City _____ State _____

What's New . . .

Seasoning Salt Blends 19 Ingredients

Nineteen different ingredients are blended to produce the new Continental Seasoning Salt. The rich flavor results from delicately balanced proportions in the blending. The resulting product adds to the flavor of meats, fish, poultry, eggs, salads and vegetables. It may be used before or after cooking. Continental Coffee Co., 2550 N. Clybourn, Chicago 14.

For more details circle #466 on mailing card

Simplified Research Unit for Animal Laboratories

Controlled experiments can be carried on with germ-free animals in small laboratories as well as in large research centers with the new Flexible Film Isolator. Developed in conjunction with Lobund In-



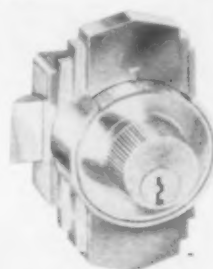
stitute, University of Notre Dame, the inexpensive unit has a supporting structure of stainless steel and aluminum with heavy, transparent vinyl plastic body.

The transparent apparatus permits the rearing of successive generations of laboratory animals free of all microorganisms for controlled experimentation. The construction of the unit permits maintenance of a sterile environment at all times, with complete visibility, while facilitating all procedures. American Sterilizer Co., Erie, Pa.

For more details circle #467 on mailing card

No. 8020 Locker Lock Is Rugged and Easily Maintained

Screw assembly construction of the new Model Number 8020 Sargent and Green-



leaf school locker lock permits on-the-spot maintenance. This new addition to the line is a rugged lock with heavy duty construction for years of trouble-free service. The combination can be quickly changed by a custodian without disassembling the lock or opening the door and the new lock has a spy-proof dial and ring restricting number visibility to the person dialing the

(Continued on page 68)

combination. Sargent & Greenleaf, Inc., 27 Seneca Ave., Rochester 21, N.Y.

For more details circle #468 on mailing card

Study Top Chair Units Have Three Heights

A choice of three chair heights, with work surfaces easily adjustable to three



additional heights, is available in the study top chair units in the new Peabody seating line. Model #6175 illustrated is typical of the attractive, practical line which features a free standing design with all corners open. The legs are angled for maximum stability and the large underseat book storage rack is available as an accessory.

Work surfaces on the unit are of damage-resistant melamine-surfaced laminated plywood. The heavy duty understructure employs 1 1/4-inch heavy gauge tapered tubular steel. The five-ply laminated seat and back are compound curved for correct posture. Peabody Seating, North Manchester, Ind.

For more details circle #469 on mailing card

Lamps*

The UNIVERSITY LINE...

DESIGNED AND BUILT SPECIFICALLY
FOR COLLEGE RESIDENCE HALLS



*Both Portable and as Fixtures

WRITE FOR NEW
CATALOG

Excel

MFG. CORP., MUNCIE, IND.

THIS
MONTH'S

Super
Value

Built of Finest
Birch Hardwood



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CHEST OF
DRAWERS
(with Mirror)

Built and priced to cost less per year served. Features full dust-proof construction. Its grained plastic top resists scratching, burning or staining. Has four drawers, dovetail design, with center drawer guides and concealed pulls. Dimensions: 32" wide x 18 1/4" deep x 36 1/2" high. When order is sufficient, any finish can be supplied.

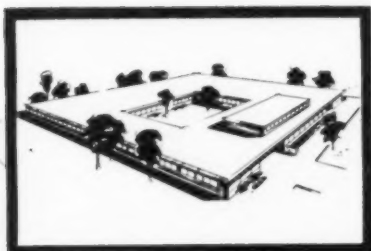
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ESTABLISHED 1873

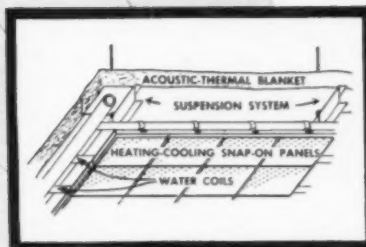
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E-22

COLLEGE and UNIVERSITY BUSINESS



THERE IS NO OTHER School Ceiling



to Compare with . . .

The BURGESS-MANNING Radiant Acoustical Ceiling

There is no other completely integrated Radiant Acoustical Ceiling

The Burgess-Manning Ceiling is years past the experimental stage. Its performance has been proved by operating installations in many schools, hospitals and commercial buildings where human comfort is the prime consideration. Here is the heating (and cooling if desired) system that fully meets nature's basic laws to provide human comfort—with floors that are always warmer than the temperature of the room—the system that maintains an even temperature from floor to ceiling with essentially no variation—the system that heats independent of air movement, therefore no dangerous, annoying drafts—and the system that responds instantly to the slightest temperature variation. No other heating (and/or cooling) system allows as much freedom in architectural design—or as many design and functional economies.

Remember

**Your Building is Better
Your Building Budget No Bigger**

Request Catalog No. 138-2 U



BURGESS-MANNING COMPANY

Architectural Products Division
5970 Northwest Highway, Chicago 31, Ill.

What's New . . .



Simply this. If you're "from Missouri", as the saying goes, you want facts, not idle chatter. Here's why LEGGE materials are the best possible buy for your floors:

Fact #1. One LEGGE Safety Polish application stays on your floors far longer. Ends the vicious cycle of stripping and reapplying week after week.

Fact #2. Saves you money. Up to 33 1/3% on labor and materials. One building lopped \$19,000 off its annual upkeep costs with LEGGE Maintenance.

Fact #3. Reduces slip-falls by up to 98%. Neither buffing nor heavy traffic can decrease slip-resistance.

Fact #4. Helps cut insurance rates. An improved Safety record often brings voluntary reductions on casualty insurance.

If you're "from Missouri", we'll show you what LEGGE Maintenance can do for your floors. Clip the coupon today for Free booklet.

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cities. In Toronto —
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- ☐ O. K. Show me how LEGGE can save me money.
☐ Send Free booklet on floor maintenance.

Name _____

Firm _____

Address _____

City _____ Zone _____ State _____

Microfilm Reader Has Ambidextrous Controls

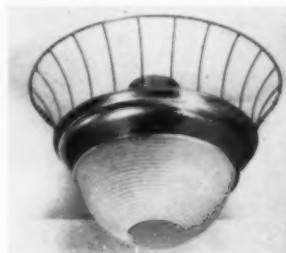
The film winding wheel may be placed on either side of the viewing screen in



the new Medalist 16mm film reader. Placing it on the left side permits right handed people to take notes continuously if desired. All operating controls are within easy reach in front of the screen. They include the winding wheel for advancing the film; a scanning lever for centering film images; orientation wheel for turning film images upright; a focusing knob, and spindles for leading the film. The new gate-like type of aperture is self-loading. When the film starts moving, the aperture gate closes automatically and grasps the edges of the film, holding it in focus.

Paper facsimile prints can be made with the Medalist without the need of a dark room. The Medalist reader offers a choice of three magnifications, one lens being supplied with the reader and the others available as accessories. The Recordak Medalist Reader is easily moved and occupies minimum desk space. **Recordak Corp., 415 Madison Ave., New York 17.** For more details circle #470 on mailing card

Gymnasium Lighting Fixture Described as Indestructible



A new, low-cost light for gymnasiums and auditoriums is offered by Luminous Equipment Company. Especially designed for installations where lighting equipment might be subject to damage, the new fixture is described as indestructible by the manufacturer. The perforated reflector gives background illumination and ventilation and the prismatic lens bowl is unbreakable.

The lamp is practical and economical in operation as it can be relamped from the floor and requires no maintenance. It may be ceiling or pendant mounted and the entire unit is mounted direct to a standard outlet box with stud. The fixture has Underwriters Laboratories approval and supplies maximum lighting efficiency and correct distribution. **Luminous Equipment Co., 1325 W. Webster Ave., Chicago 14.** For more details circle #471 on mailing card

Table and Chair Trucks Have Welded Frames

Heavy steel angle iron is welded to form a rugged frame for the new group of Howe chair and table trucks. Offered in two styles, the new Howe table trucks carry folded tables one on top of the other or loaded on edge. Both styles are reinforced with heavy steel angle iron cross braces with hardwood rails as an optional finish. Both table trucks are available in



six and eight foot lengths and carry from 10 to 12 tables.

Two styles are also available in the new Howe chair trucks. The upright model secures stacked, folded chairs in a standing position. An "understage" model carries folded chairs on their sides to reduce height for storage beneath stages and in other areas with limited overhead clearance. Both types of chair trucks are offered in five, six, seven and eight-foot lengths with the five-foot model carrying an average of 24 chairs. All trucks have removable pipe handles and are equipped with four-inch diameter, hard rubber Faultless casters, one set fixed and one set swiveled for easy maneuverability. **Howe Folding Furniture, Inc., One Park Ave., New York 16.** For more details circle #472 on mailing card

Portable Vegetable Peeler Handles Large Load

A 15-pound load of vegetables can be peeled in approximately one minute with the new Univex Model "H" portable peeler. It may be used on the drainboard of any sink and requires no installation or plumbing. Peelings are pulverized to flow



down the drain without danger of clogging. The peeling cylinder is of stainless steel construction with a removable peeling disc. Rubber tripod feet cushion sound and prevent vibration travel. A new mobile stand available for use with the new peeler has an 18 by 20-inch top with storage shelf. **Universal Industries, Inc., 366 Mystic Ave., Somerville, Mass.**

For more details circle #473 on mailing card

(Continued on page 70)



PRE-BUILT UNITS

RECENTLY MANUFACTURED BY HUNTINGTON

Bucknell University
 *Capitol University
 *Charleston General Hospital
 Nurses Home
 Colorado State College
 *Cuyahoga County Hospital
 Holzer Hospital—Nurses' Residence
 *Lehigh University
 *Manhattanville College
 Marshall College
 Memorial Hospital of
 DuPage County
 Morehead State College
 *Morris Harvey College
 Oberlin College—Women's Dorm.
 Oberlin College—Men's Dorm.
 Ohio University
 Philadelphia Textile Institute
 Rio Grande College
 St. Luke's Nurses Home
 University of So. Carolina
 *Southern Methodist University
 Men's Dormitory
 *Southern Methodist University
 Women's Dormitory
 Stevens Institute of Technology
 *Texas Tech. University
 Women's Medical College

Lewisburg, Penna.
 Columbus, O.
 Charleston, W. Va.
 Greeley, Colo.
 Warrensville Township, O.
 Gallipolis, O.
 Bethlehem, Penna.
 White Plains, N. Y.
 Huntington, W. Va.

Elmhurst, Ill.
 Morehead, Ky.
 Charleston, W. Va.
 Oberlin, O.
 Oberlin, O.
 Athens, O.
 Philadelphia, Penna.
 Rio Grande, O.
 Saginaw, Mich.
 Columbia, S. C.

Dallas, Tex.

Dallas, Tex.
 Hoboken, N. J.
 Lubbock, Tex.
 Philadelphia, Penna.

T. F. Larson—Reynolds, N. C.
 Benham, Richards & Armstrong—Columbus, O.

Greife & Daley—Charleston, W. Va.
 R. F. Linstedt—Denver, Colo.
 Horn & Rhinehart—Cleveland, O.
 Dan A. Carmichael, Jr.—Columbus, O.
 Larson & Larson—Reynolds, N. C.
 Eggers & Higgins—New York City
 C. E. Silling—Charleston, W. Va.

Schmidt, Garden & Erikson—Chicago, Ill.
 George Lusk—Ashland, Ky.
 Charles A. Haviland—Charleston, W. Va.
 Potter, Tyler, Martin & Roth—Cincinnati, O.
 Potter, Tyler, Martin & Roth—Cincinnati, O.
 Potter, Tyler, Martin & Roth—Cincinnati, O.
 George M. Ewing Co.—Philadelphia, Penna.
 C. M. Donaldson—Portsmouth, O.
 Schmidt, Garden & Erikson—Chicago, Ill.
 Lyles, Bissett, Carlisle & Wolff—Columbia, S. C.

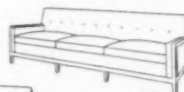
George L. Dahl—Dallas, Tex.

George L. Dahl—Dallas, Tex.
 Voorhees, Walker, Smith & Smith—New York City
 Atcheson, Atkinson & Cartwright—Lubbock, Tex.
 Roth & Fleisher—Philadelphia, Penna.

*Also installed by HUNTINGTON trained craftsmen. Photographs and Specifications available on request.
 Write on your letterhead to: HUNTINGTON FURNITURE CORPORATION, Huntington, West Virginia.



SLEEPING



SEATING



DINING



OFFICE

What's New . . .

Science Table Is Dual-Purpose Unit

Designed to adapt to a wide variety of room layouts, the new Tolco Model TWL-



1260 wall science table can be used in the chemistry or the physics laboratory, or in rooms combining both subjects. The new table has eight drawers: four large general storage cupboards with adjustable shelves and four book compartments. The dual-purpose unit is sturdily constructed and can be supplied with either a Tolco Carbonized or a Tolstone top. The Tolerton Co., Alliance, Ohio.

For more details circle #474 on mailing card

Institutional Package for Campbell's Soups

The institutional 50-ounce size is now available in the three new soups recently introduced by Campbell-Turkey Noodle, Chicken Vegetable and Minestrone. This

brings to 18 the number of soups available in the 50-ounce condensed size. The three new soups are hearty and nourishing, yet can be served at moderate cost. Campbell Soup Co., Camden, N.J.

For more details circle #475 on mailing card

Plastic Upholstery Protects Lounge Furniture

Colorful washable plastic is now available as the upholstery on the practical Kroehler Sleep-or-Lounge unit. The dual-



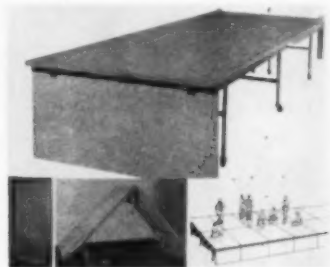
purpose unit is especially suited for use in dormitories and residence housing since it is an attractive lounge by day and a comfortable double bed with innerspring mattress by night. As the bed opens parallel to the back, minimum space is required to open it for sleeping. The plastic upholstery facilitates care of the units and increases their life in institutional use. Chairs for dormitory and lounge use are also available with the plastic upholstery. Kroehler Mfg. Co., Naperville, Ill.

For more details circle #476 on mailing card

"Fold-a-Way" Stage Stores in Wall or Closet

Full-sized stage equipment which can be folded away into the wall, or into a compact unit for easy mobility and storage in minimum space, is now available. The "fold-a-way" action permits the stage to be stored in a wall closet of a gymnasium, auditorium or other area.

Interlocking units of the new "fold-a-way" stage form any sized platform required. Each unit sets up by itself, at the touch of a latch. The automatic unfolding is controlled by a specially engineered hydraulic cylinder. A typical installation of the required number of basic sized units,



twelve by four feet and ten by four feet, can be set up by one man in a matter of minutes. The rugged construction of heavy-duty plywood with understructure of one-inch steel tubing assures a sturdy platform. Haldemann-Homme Mfg. Co., 2550 University Ave., St. Paul 14, Minn.

For more details circle #477 on mailing card

(Continued on page 72)

It's so-o easy!

WITH HUSSEY

CLOSED DECK

"ROLL-OUT" GYM SEATS

HOW TO CUT CLEANING COSTS

Hussey Closed Deck Roll-Outs are easier and quicker to clean. A thorough cleaning job can be done in approximately 25% less time than it takes for an open deck type of installation. And most important, Hussey Roll-Outs can be closed without first sweeping the floor under them.

Write for **FREE** catalog.

Hussey Mfg. Co., Inc. 5823 R.R. Ave. No. Berwick, Me.

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is the key advantage of
Educators tailor-made Student
Group Medical Expense Plans
—as broad in coverage
as you desire,
as low in cost
as you specify.

With this protection
you can help even
more of your students
to graduate. Write for
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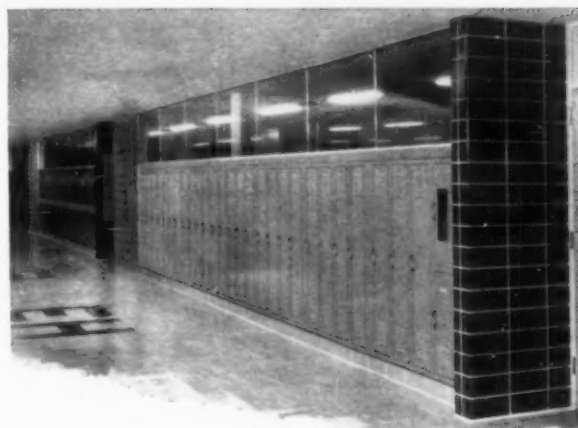
ASE SCHOOL FURNITURE

*Serves better . . .
lasts longer*

Modern ASE school furniture and lockers are quality built to last longer. They give superior and lasting service through years of hard use. Protective Bonderite coating anchors paint to metal . . . assures a permanent, handsome finish. Choice of nine modern colors, top materials of linoleum, Textolite or Formica. Write now for more information or call your ASE dealer.

*ASE Offers a Complete Line of Fine
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DESKS • CHAIRS • L-UNITS • TABLES • CREDENZAS
BOOKCASES • FILING CABINETS • LOCKERS
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ALL-STEEL EQUIPMENT INC. Aurora, Illinois

What's New . . .



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for
instruction and recreation

**NEWCOMB
DEPENDABLE**

CLASSROOM RECORD PLAYERS AND RADIOS

Newcomb sound products have proven their dependability by delivering years of trouble-free service in leading school systems throughout the country. They are safe; ruggedly built of the finest quality materials; most are transformer powered for best performance, maximum safety. With easy-to-service construction and quickly available American-made parts, it is a simple matter for any service man to put the equipment in like-new condition.

NEWCOMB serves your other sound needs with **DEPENDABLE PUBLIC ADDRESS AMPLIFIERS** and **DEPENDABLE TRANSCRIPTION PLAYERS**. Write for complete catalog.

NEWCOMB AUDIO PRODUCTS CO., Dpt. CU6
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6824 Lexington Ave., Hollywood 38, Calif.

Chair Desk Available in Five Colors



The No. 950 Chair Desk in the new Griggs Tempo line is available in a range of sizes for all grades and in five colors of infra-red oven-baked enamel. The large 16 by 22-inch desk tops are available in hardwood plywood or the new Griggs Plastex which can be wiped clean and resists damage. The contemporary lines incorporate correct posture. High strength tubular steel structural members are welded for permanent rigidity and the tapered legs are swaged from seamless steel tubing for graceful appearance and superior strength. Backs and seats of the chairs are of hardwood plywood. **Griggs Equipment, Inc., Belton, Texas.**

For more details circle #478 on mailing card

Glass Trophy Case Occupies Minimum Floor Area



Requiring only 3-7/16 square feet of floor space, the new Waddell glass trophy display case has six 12-inch adjustable shelves, providing maximum display space. The No-Nick, bulb-edge glass shelves can be placed as required to accommodate extra large trophies as well as smaller ones. The hardwood frame has natural finish and the sliding glass doors have built-in locks. **Waddell Company, Inc., Greenfield, Ohio.**

For more details circle #479 on mailing card

Vinyl Asbestos Flooring Is Fire Retardant

The new Kentile Fire Retardant Vinyl Asbestostile flooring is the result of years of experiment and testing. The manufacturer states that the new Fire Retardant Tile meets rigid government specifications and is suitable for use in schools, colleges, hospitals and other institutions.

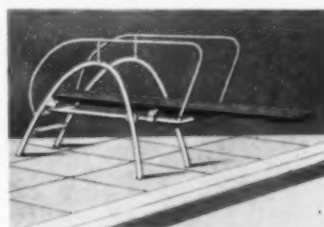
Produced in .080 thickness in regular nine by nine-inch tiles, the flooring is

available in black with white marbleizing, white with red and black mottling, red with white marbleizing, green with white marbleizing, white with black marbleizing and tan with brown and white mottling. The new tile is durable and easy to install and maintain. Its smooth, non-porous surface resists dirt and grease and retains its luster and beauty indefinitely. **Kentile, Inc., 58 Second St., Brooklyn 15, N.Y.**

For more details circle #480 on mailing card

Flight Style Diving Stand of Anodized Aluminum

Anodized aluminum forms the new one-meter Flight Style diving stand introduced for use with swimming pools of aluminum as well as those of other materials. The diving stand is ruggedly constructed for hard use and the aluminum construction eliminates any possibility of rust. Also



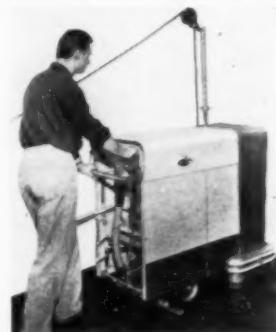
available in the "Flight Style" modern design are a three-meter stand as well as side wall type ladders and lifeguard chairs. **Chester Products Co., Div. Ransohoff, Inc., N. Fifth at Ford Blvd., Hamilton, Ohio.**

For more details circle #481 on mailing card

Multi-Purpose Floor Machine for High-Speed Cleaning

As its name implies, the new Advance Convertomatic is a multi-purpose floor maintenance machine which is readily changed for high-speed scrubbing or polishing operations. It can be used to lay the cleaning solution, scrub, pick-up the dirty solution and damp-dry a 24-inch wide swath in one operation. By changing from scrubbing to polishing brushes, or steel wool pads, and snapping on a dry pick-up unit, a 24-inch swath can be polished and loose dirt picked up in the same operation.

Equipped with twin 13-inch brushes, the machine has a 12-gallon recoverable



capacity vacuum unit which is easily removed for use as a portable cleaner. **Advance Floor Machine Co., 4100 Washington Ave. N., Minneapolis 12, Minn.**

For more details circle #482 on mailing card

(Continued on page 74)

instead of this



COMMUNICATIONS
can be this



BESLER
shows you how



Beseler's VU-LYTE II, the most advanced Opaque Projector, can improve communications in your school. Write for the illustrated brochure: "Turn Teaching Into Learning."

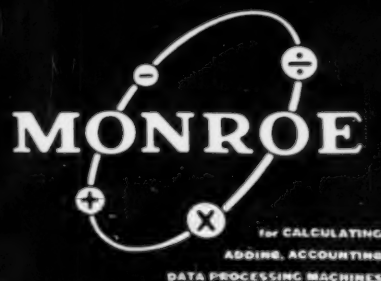
CHARLES Beseler COMPANY
EAST ORANGE, NEW JERSEY

**Free your students' minds
to SOAR
with this calculator**



Today's crisis in education dictates use of the most advanced learning techniques. Yet, in both physical and social sciences... in every department where mathematics is a factor... many students still waste countless hours in the drudgery of routine figurework. To speed students' problem-solving... to free students' minds for more productive thinking and learning... many colleges and universities across the country have introduced calculating machine facilities operating much the same as lending libraries. These institutions have made their first choice of calculators the Monromatic 8N. For information about establishing calculator facilities in your school, call the Educational Representative at the Monroe office in your area.

Monroe Calculating Machine Company, Inc., Orange, New Jersey
Offices for sales and service throughout the world



What's New . . .

Portable Serving Unit for Hot Food Assembly

Serving trays can be made up in minimum time with the new Idealmobile Hot



Food Assembly Unit. A continuous belt conveyor carries trays at any of three speeds, either right or left. Infra-red warmers keep food hot in the top deck which is designed to accommodate four full sized steam table pans or any equivalent combination of fractional pans.

Constructed of stainless steel, the new unit is carefully engineered for long service and rugged use. Pilot lights indicate when the unit is heating and the electrical system is junctioned at the control panel. Large, rubber-tired wheels make it readily mobile. The Model FS 100 is designed to speed up the assembly of hot food portions onto plates for efficiency of centralized food service. The Swartzbaugh Mfg. Co., Murfreesboro, Tenn.

For more details circle #483 on mailing card

Coverite Plastic Top Covers Damaged Desks

Damaged classroom desk tops can be quickly restored to a bright, attractive appearance with Coverite. Developed by a teacher in the Ann Arbor school system, Coverite consists of a durable laminated plastic bonded to one-quarter inch tempered hardwood, bound with heavy extruded anodized aluminum edging that slides over the damaged desk top. It is



anchored in place with Phillips-head screws set into the sides of the aluminum edging. Lamidol, the impervious plastic surface used on Coverite, is resistant to student damage and easily wiped clean.

Installation can be accomplished quickly and easily by a maintenance man, thereby keeping costs at a minimum. Tops can be applied to all desks in a classroom in a couple of hours, thus making it possible to rehabilitate and modernize a room over-

night, over a week end or during a vacation period. Coverite, Inc., 1570 Superior Rd., Ypsilanti, Mich.

For more details circle #484 on mailing card

Four Heinz Soups in Institutional and Vending Sizes

Four new soup varieties have been added to the line of Heinz foods. They are offered not only in consumer sizes, but in 51-ounce "Chef Size" for institutional service and in 8 1/4-ounce individual portion tins for soup vending machines and lunchroom counter service. The four new soups include Minestrone (Italian Vegetable), Chicken Vegetable, Vegetable Beef and Turkey Noodle. The individual-service cans contain the soups ready-to-



serve while the 51-ounce institutional containers supply condensed soup. The four new soups bring to a total of 20 the soups in the Heinz line. H. J. Heinz Co., P. O. Box 57, Pittsburgh 30, Pa.

For more details circle #485 on mailing card

(Continued on page 78)

ESTABLISHED 1888
CREATING INTERIOR DESIGN

**Those who
make a living
feeding or
housing
know the value
of interior
design...
by mandel**

Mandel Brothers Contract Division has long been management's source for the best in interior design, as well as functional, up-to-date furnishings. Mandel Men have helped many realize the most from building or remodeling budgets.

When yours is a problem of making your premises more inviting, call a mandel man.

Experienced in Designing and Furnishing Complete Installations

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■ Robert E. Landon / A. E. / Director of Design

■ Fred R. Spaulden / School of Sales Manager

SIPCO DUNKING STATIONS

**ELIMINATE
FIRE HAZARDS
FROM
CIGARS
CIGARETTES
MATCHES**

MODEL 1JWS.

MODEL 4J.

Thousands of BUSINESSES, INSTITUTIONS and INDUSTRIES use SIPCO DUNKING STATIONS as a VITAL AID TO FIRE SAFETY and SANITARY HOUSEKEEPING PROGRAMS.

Heavy duty CAST ALUMINUM CANISTERS guaranteed three years against breakage. Over 20 different models. Standard and Jumbo sizes. Wall models, Floor models, permanent mounting models. Black crinkle or bright polished finishes. With or without message signs and decals. Special colors and special signs or decals on order.

SIPCO DUNKING STATIONS are designed to be partly filled with water. Drop the "Smoke" in the large top hole and IT'S OUT FOR GOOD. NO SMOULDERING—NO ODORS—NO UNSANITARY CONDITIONS. Lift off the canister or lift out an inner-liner—DUMP IT and the cleaning job is done.

MODEL 4J. Designed for permanent mounting on walls, posts, columns, etc. in public areas. Eliminates pilfering problem. JUMBO size canister furnished with light-weight, rugged glass-fiber inner-liner. Flip back the lid—Lift out the inner-liner and dump it. Inner-liner fits all JUMBO size SIPCO canisters and is available separately.

MODEL 1JWS. JUMBO size DELUXE floor model less message sign and decal. Ideally suited to modernistic or conservative surroundings. 38" high. Heavy weighted base. Also available with attractive, eye-catching message sign and/or decal. (MODEL 1JD)

WRITE FOR ILLUSTRATED FOLDERS

STANDARD INDUSTRIAL PRODUCTS CO.

DEPT. CU • 920 N. GARFIELD AVE. • PEORIA, ILLINOIS



A REAL TEST FOR ANY CHAIR . . . Model 426 Chairs are in every room.



SOLID KUMFORT *Chairs that Fold*

IN DEFIANCE COLLEGE

MEN'S DORMITORY, DEFIANCE, OHIO

DEFIANCE COLLEGE chose Model 426 Solid Kumfort Chairs That Fold because they have great strength combined with real comfort and stylish appearance. The Men's Dormitory is equipped with Model 426 Chairs in all student rooms and the dining room. They are light in weight and, when folded, may be moved easily to other rooms or rearranged for various needs.

Select hardwood frames and the famous Rastetter Hinge and Brace construction make them far stronger than conventional chairs of equal weight. Solid Kumfort Chairs are ideal for use in any institution where use means abuse. They stay out of the repair shop . . . and last years longer.

Write for Portfolio showing complete line of Wood and Magnesium Chairs.



Model 426

FOLD
FLAT



Defiance College Men's Dormitory



LOUIS RASTETTER & SONS COMPANY

FINE FURNITURE THAT FOLDS • ESTABLISHED 1881
1326 WALL STREET • FORT WAYNE 1, INDIANA

the accompanying quotation is from a talk before the thirty-eighth annual meeting of the Eastern Association of College and University Business Officers held in Washington in December 1957 —delivered by Ernest V. Hollis, director of college and university administration, U.S. Office of Education

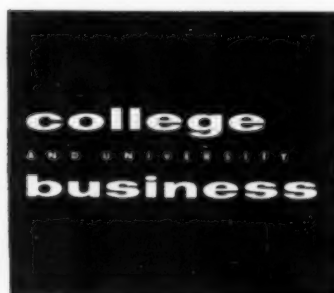
“We have three powerful and salutary forces working together to bring the profession to maturity. The oldest of these are the regional associations of college and university business officers, of which none has played a more important role than the Eastern Association. Among the many significant projects of the regional associations none has contributed more to the growth of the profession than the workshops for upgrading personnel that have been nurtured so ably by Charlie Hoff in Nebraska, Frank Peterson in Kentucky, Ray Kettler in California and the committee on workshops of the Eastern Association.

The second of these forces is the National Federation of College and University Business Officers, which is new, but which has already sponsored the 60-college study and several other projects of nationwide significance.

unifying and stimulating

The third unifying and stimulating force that has advanced the profession is a commercial one. I refer to Hal Herman [editor] and his associates, who are doing such a magnificent service for the profession through the publication COLLEGE AND UNIVERSITY BUSINESS.

The only part of the profession I am talking about this evening is the chief business officer of institutions and those among his associates who want to become, like him, generalists rather than specialists in the field.”



COLLEGE AND UNIVERSITY BUSINESS was established in 1946 with the explicit purpose of being “unifying and stimulating” to those responsible for business management in the field of higher education—presidents, business managers and their staffs: superintendents of buildings and grounds, controllers, purchasing agents, and the directors of housing, food service and student centers. Ask any of these men and women, anywhere, how well the magazine has succeeded.



THE NATION'S SCHOOLS DIVISION, THE MODERN HOSPITAL PUBLISHING CO., INC.
919 NORTH MICHIGAN AVENUE
CHICAGO 11, ILLINOIS

Here's the inside story



— why Krueger chairs
give Better Service
and Longer Life

● Deep, form fitting correct posture backrest for full back support. Roll-beaded bottom adds support — eliminates dangerous sharp edge. Frame is heavy 18 gauge electrically seam welded tubular steel.

● Double action folding safety hinge cannot pinch fingers — provides simplest single action folding operation available.

● Strong, solid steel rods support frame folding action — serve as seat supports, add frame strength—prevent seat from accidental tipping.

● Built up vertical frame strengthener seat spacer on front legs provide stronger, more rigid bearing points for seat pivot rod — safeguard against frame spreading and accidental collapsing — increase over all strength.

● Large, comfortable contour seat has front edge slope and full rounded corners to ease sitter's leg tension. L shaped, securely welded steel bridging plus roll-beaded bottom edge provides added support and strength.

● Long wearing, beige color Super-Dylan high compression molded feet provide non-marring floor contact.

● Leg stretchers of heavy gauge tubular steel securely welded to frame add strength, solid rigidity and permanent security. No. 101 at right shows complete shape and style.

Chair shown is our series 100. Others in line boast similar structural features for enduring long life.



Demountable CHAIR TRUCKS

Seven standard sizes hold both X-type channel or Y-type tubular chairs — upright or horizontal. Regular or under-stage models. Demountable ends and exclusive change-angle frames permit stacking empty trucks one on the other.

All-Purpose TABLES TOO!

Heavy-duty, yet light-weight tables with folding legs. Ideal for every purpose, they come in choice of two finishes and four sizes. Easy to carry; easy to stack and store.

KRUEGER

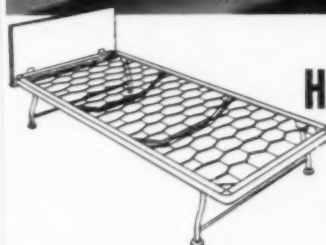
METAL PRODUCTS • GREEN BAY • WISCONSIN

Vol. 24, No. 6, June 1958



A "NEW
TWIST"

IN DORM
BEDS



HARVARD Spiro-Spring BED

A "new twist" to a new kind of spring wire — that's the Spiro-Spring, exclusively Harvard's in America! Made of a super hi-tensile Danish steel with an improved "beehive" suspension for greater strength and resiliency. Will not develop "center sag"; provides far more seating and sleeping comfort — stands up under the horseplay-abuse that quickly ruins ordinary dorm beds. Proved in schools and institutions throughout the country. Double-braced frame; safety-round corners; non-marring glides for controlled mobility; flared legs to prevent frame from marring walls. Headboard use optional.

Now Available with Choice of Headboards

Designed exclusively for Harvard. Tan spatter "Flakewood" or tan wood-grain "Laminaire" plastic. Stain and grease resistant; easily washable. Write today for complete specifications.

HARVARD METAL BED FRAMES

are the answer where box springs are a must. World's largest seller. Write today for prices, specifications, and exclusive features important to your maintenance budget.



HARVARD FRAMES

made only by THE HARVARD MFG. CO., 7619 Grand Ave., Cleveland 4, Ohio

What's New . . .

Versatile Line of Cabinet Heaters Redesigned in Style and Color

Attractive modern lines and a choice of seven colors are features of the redesigned line of American Blower cabinet heaters available in a broad range of hot water and steam ratings. The seven basic unit sizes are each available in one-row and two-row heating elements suitable for steam or hot water, and a three-row hot water element.

The redesigned cabinet heaters are offered in two types, the blow-through and the draw-through. Both types are available for floor, ceiling, wall or inverted



mounting, non-recessed, semi-recessed, fully recessed or concealed installation. American Blower, Div. of American-Standard, Detroit 32, Mich.

For more details circle #486 on mailing card

Storage Space Reduced With Coil-Wal Partitions

Its own storage box into which the Coil-Wal automatic partition coils, cuts storage space as well as over-all installation costs for movable partitions. The new type partition is low in initial cost and requires no heavy overhead trusses



or beams for installation. It incorporates safe, straight-line travel and smooth, quiet electrical-mechanical action that is readily adaptable to use in schools and other institutions.

Coil-Wal Automatic Partitions of narrow wooden slats of straight vertical grain Douglas Fir are constructed to prevent reverberations, reduce sound and to provide high acoustical qualities. Slats are joined by lightweight pre-stressed steel cables for a close-knit vertical position. Units are custom made to any size and structural requirement and are available in pull-push and pull-crank types for smaller installations and automatic elec-

tric actuation for larger openings. Du-buque Products Inc., Dubuque, Iowa.

For more details circle #487 on mailing card

Athletic Fields Quickly Marked With Machine

The Gardner Speed Marker with Gardner Speed Concentrate provides a speedy, efficient method for marking athletic fields. Designed and constructed by a public school employe, the Speed Marker is easily operated by one man and quickly marks clear and sharp lines. Gardner Speed Concentrate can be diluted and the marked lines have long life. The detachable nozzle permits easy marking of sideline numer-



als. The marker gives clear, dustfree lines, does not kill grass and eliminates line hazards. Gardner Speed Marker, P.O. Box 127, Jefferson, Iowa.

For more details circle #488 on mailing card

(Continued on page 80)

NOW! Fingertip Portion Control

Speeds up SELF-SERVICE MILK DISPENSING!

Completely Dependable Performance Proven in Daily Use at Leading University Cafeterias!

Fast service is vital to efficient mass feeding—so let Meterflo push-button self-service keep your lines moving! Several units have been in constant service for over three years at Brody Hall, Michigan State University. Each unit serves approximately 672,000 refrigerated glasses of fresh milk annually . . . an efficient, cost-cutting operation! Only one location in a campus-wide installation of 40 plus Meterflo units dispensing a total of over 2,000 gallons per day.

Meterflo DISPENSERS
Dept. CU Niles, Michigan

- Fully automatic, refrigerated!
- 1 to 32 ozs. portion control
- Utmost in sanitation!
- Simplified handling cuts labor costs!
- Pushbutton or coin-operated!

Write today!

Learn how to improve your university, hospital or industrial milk serving problem automatically

Photo of installation in Brody Hall, M.S.U.



LOOKING FOR SOMEONE?

Someone to fill a vacancy in your staff—a Business Manager—Superintendent of Buildings and Grounds—Purchasing Agent—Director of Food Service and Dormitories?

Or maybe you are thinking about making a change.

If so, consider placing a "Classified Advertisement" in the next issue of College and University Business.

It costs but 20¢ a word (minimum charge of \$4.00) to place your story before the administrative officers of colleges and universities in this country and Canada.

"Classified Advertisements" are working successfully for others—they can do the same for you.

WRITE TO: Classified Advertisements

COLLEGE and UNIVERSITY BUSINESS

919 N. MICHIGAN

CHICAGO 11, ILLINOIS

World's Fastest Paint!

(VINYL-ODORLESS)

gives you
**SAME-DAY
OCCUPANCY**
for all classrooms

Now—paint any classroom with Devoe vinyl WONDER-TONES. Use the room the same day! Within hours, you'll have a new look and with "business as usual." It's no wonder that painters and maintenance men agree—Devoe WONDER-TONES is truly *the paint that has everything!*

Here's why:

- superior vinyl paint film . . . can be thoroughly scrubbed when dry
- completely odorless
- no lap marks, "boundary lines" or touch-ups
- dries in twenty minutes
- self-priming
- gives up to 500 square feet of coverage per gallon
- remarkable one-coat hiding efficiency . . . on plaster walls, woodwork, wallpaper and interior masonry

Devoe Vinyl Wonder-Tones is rated No. 1 for all-round quality by a leading consumer testing organization.*

*Name furnished on request.

GUARANTEE:

If Devoe Vinyl WONDER-TONES fails to do everything we say it will do, the price you paid for it will be gladly refunded.

DEVOE & RAYNOLDS COMPANY, INC.

Atlanta • Boston • Chicago • Cincinnati
Dallas • Denver • Los Angeles • Louisville
New York • Philadelphia

DEVOE 

204 years of paint leadership.



✓ FAST applying
✓ FAST drying
✓ FASTER clean-up

Special color guides have been prepared and are available upon request. Write for yours today.



Devoe & Reynolds Company, Inc., Dept. WT-CU6
Box 1863, Louisville, Kentucky

Gentlemen: Send me your FREE Color guide booklets.

Name _____ Title _____
Company _____
Address _____
City _____ Zone _____ State _____

What's New . . .

Plate Covers in Styrene Plastic

Plate lunches and other meals are kept warm longer with plate covers. The new line of styrene co-polymer dish covers recently introduced is readily stacked and causes minimum noise in handling. Available in three sizes, the plastic covers require no preheating, yet hold heat in food



for longer periods. They are available in gray, coral, turquoise, buff and cracked finish. **Chicago Molded Products Corp.**, 1020 N. Kolmar Ave., Chicago 51.

For more details circle #489 on mailing card

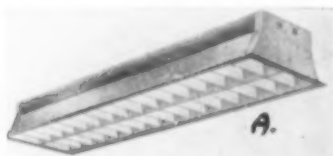
Self-Contained Electric Plants Are Economically Priced

Savings in cost with dependable efficiency are stressed as features of the new HC Series of water-cooled, revolving-armature Onan 10 and 15 KW electric plants. Available in 10,000 or 15,000 watt A.C. size ranges, the new series is completely self-contained. Full-rated electric power for all types of standby emergency applications is provided by the gasoline-engine-driven units. **D. W. Onan & Sons, Inc.**, 2515 University Ave. S.E., Minneapolis 14, Minn.

For more details circle #490 on mailing card

Louver Fin Lighting Troffer Reflects Light Downward

The parabolic contour of the new Curtis louver fin design lighting troffer is engineered to reflect light downward onto the work surface. At the same time, light



is reflected away from the critical viewing angles, reducing glare and brightness. The new louver fin, called LBQ (Low Brightness Quality), is available with the new line of Curtis Eye-Comfort Alzak troffers.

Another important feature of the LBQ design is its extreme rigidity which eliminates the possibility of damage and misalignment during shipping, installation, cleaning or relamping. The extruded aluminum of the parabolic cross section has a diffuse Alzak finish which is easily cleaned with a dry cloth. The series also includes a heavy duty flat Alzak louver fin and a unit without louvers. Troffers are also furnished in steel construction with white Fluracite finish. **Curtis Lighting, Inc.**, 6135 W. 65th St., Chicago 38.

For more details circle #491 on mailing card

Literature and Services

• Glowing color is used to picture some of the attractive arrangements possible in school and college construction with **Romany Spartan Ceramic Tile** in a 12-page brochure published by the United States Ceramic Tile Co., Dept. M-13, 217 Fourth St., N.E., Canton 2, Ohio, entitled "The Talents of Tile in School and College Buildings." The colorful illustrations of actual installations of ceramic tile for walls, floors, counters, wainscoting, kitchens, swimming pools, locker rooms, wash rooms and other areas tell the story of the advantages of tile better than any words.

For more details circle #492 on mailing card

• **Owens-Illinois Glass Block** is the subject of a 1958 catalog issued by Kimble Glass Co., a subsidiary of Owens-Illinois, Toledo 1, Ohio. The various decorative and functional patterns of glass block are described, including the solar-selecting block, and details of functional advantages of solar-selecting and light-directing designs are provided. The catalog also gives instructions and construction details for large and small sized panel installations in steel, wood and masonry framing. Dimensional tables as well as data on solar heat control, fuel savings, sound reduction and surface condensation are also included.

For more details circle #493 on mailing card

• A new 20-page catalog on **Emergency Lighting Systems** for schools, colleges and other institutions, is available from the Standard Electric Time Co., Springfield, Mass. Full descriptive information on the Standard Underwriters Laboratories approved systems is given in the new booklet which includes specifications on all components, fixtures and exit signs.

For more details circle #494 on mailing card

• **Volume I Number I of the CONNchord** was recently released by C. G. Conn, Ltd., band instrument manufacturer of Elkhart, Ind. The first edition of this new publication carrying news about bands, people in music and musical instruments was mailed to 57,000 music educators throughout the country. The CONNchord is a 16-page magazine 8½ by 11 inches in size and will be issued periodically.

For more details circle #495 on mailing card

• "What Closed Circuit Television Means to You" is the subject of an informative booklet published by Blonder-Tongue Laboratories, Inc., 9 Alling St., Newark 2, N.J. The 16-page publication is a comprehensive presentation of typical closed circuit TV camera systems, applications and equipment. The benefits and economies of closed circuit TV are discussed with illustrations.

For more details circle #496 on mailing card

• The entire line of predecorated hardboard panels, tongue-and-groove planks and blocks, and Marlite Korelock, is illustrated and described in the new Marlite catalog of "Plastic-Finished Wall and Ceiling Paneling." Issued by Marsh Wall Products, Inc., Dover, Ohio, the catalog includes information on installation accessories and moldings to match or harmonize with the colors and designs of the paneling.

For more details circle #497 on mailing card

• A new catalog on the **electronic training devices** released recently to high schools and technical institutes is available from Training Devices and Programs, RCA Service Co., Bldg. 201-1, Camden 8, N.J. The two basic devices described in the catalog cover training in fundamentals, radio, television, microwave, radar and other electronic developments.

For more details circle #498 on mailing card

• **Catalog No. 108**, published by the Nissen Trampoline Co., 200 A Ave., N.W., Cedar Rapids, Iowa, presents innovations in design, new features and several new models of trampolines. The catalog contains photographs, complete specifications and prices for all trampolines, from the Goliath to the back-yard Thumper, as well as optional equipment and parts. Instructional aids are also included.

For more details circle #499 on mailing card

• A 28-page manual, "How to Measure Your Filing Costs and Efficiency," is available from Remington Rand, Division of Sperry Rand Corp., 315 Fourth Ave., New York 10. In addition to handy guides for measuring filing costs and results, the manual gives a detailed plan of action to improve filing efficiency.

For more details circle #500 on mailing card

• "Torriver" heating and ventilating units are the subject of a new catalog released by The Trane Co., La Crosse, Wis. Written for school administrators, architects and engineers concerned with school construction, the catalog includes sketches showing installation possibilities and pointing up the flexibility of the unit. Components are pictured and described and sample engineering specifications are listed.

For more details circle #501 on mailing card

• A line of extremely shallow surface mounted luminaires, less than three inches deep, is described in the eight-page two-color **Bulletin O** published by Pittsburgh Reflector Co., 476 Oliver Bldg., Pittsburgh 22, Pa. Two types of luminaires are described, the Cleveland and The Shallow-line, with complete engineering data.

For more details circle #502 on mailing card

• Not only **Quantity Recipes for Lamb** are given in the new **Bulletin No. 3** issued by the American Sheep Producers Council, Inc., Consumer Service Dept., 909 17th St., Denver 2, Colo. Of equal interest to the food service director is the nutritional evaluation report on each recipe. Recipes which use inexpensive cuts are featured.

For more details circle #503 on mailing card

• The line of **Designcraft Steel Furniture** is illustrated and described in a brochure released by Designcraft Metal Mfg. Corp., 155 27th St., Brooklyn 32, N.Y. The furniture features basic units and component parts which may be disassembled and reassembled to meet changing needs.

For more details circle #504 on mailing card

• "Baker Adjustable Light-Weight Steel Scaffolds" are the subject of a four-page folder available from Baker-Ross, Inc., Dept. SL-163, 602 W. McCarty St., Indianapolis 6, Ind. How the highly maneuverable Baker Scaffolds can be easily built to reach high places and provide a safe working area for several men is discussed.

For more details circle #505 on mailing card

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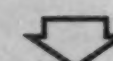
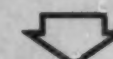
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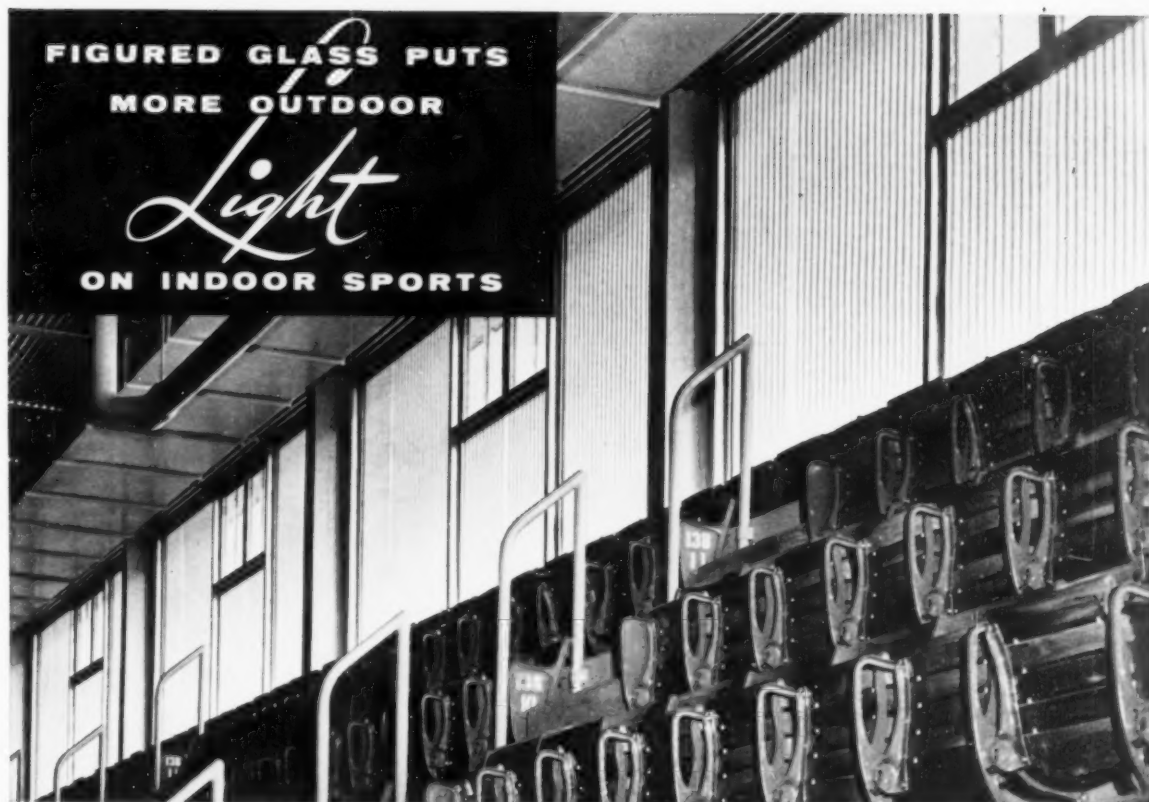
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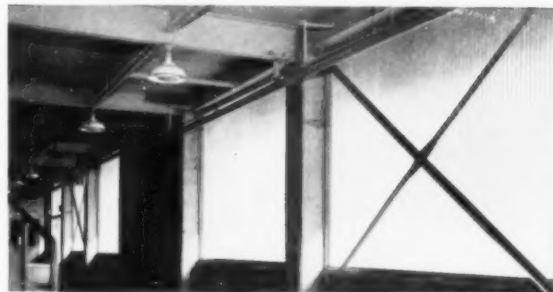
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